

CORNELL UNIVERSITY
ANNOUNCEMENTS

JULY 21, 1964

HOTEL
ADMINISTRATION
1964—1965

SCHOOL OF HOTEL ADMINISTRATION

ACADEMIC CALENDAR (Tentative)

1964-1965

1965-1966

Sept. 19	S	Freshman Orientation	S	Sept. 18
Sept. 21	M	Registration, new students	M	Sept. 20
Sept. 22	T	Registration, old students	T	Sept. 21
Sept. 23	W	Instruction begins, 1 p.m.	W	Sept. 22
Nov. 11	W	Midterm grades due	W	Nov. 10
Thanksgiving recess:				
Nov. 25	W	Instruction suspended, 12:50 p.m.	W	Nov. 24
Nov. 30	M	Instruction resumed, 8 a.m.	M	Nov. 29
Christmas recess:				
Dec. 19	S	Instruction suspended, 12:50 p.m.	S	Dec. 18
Jan. 4	M	Instruction resumed, 8 a.m.	M	Jan. 3
Jan. 23	S	First-term instruction ends	S	Jan. 22
Jan. 25	M	Second-term registration, old students	M	Jan. 24
Jan. 26	T	Examinations begin	T	Jan. 25
Feb. 3	W	Examinations end	W	Feb. 2
Feb. 4	Th	Midyear recess	Th	Feb. 3
Feb. 5	F	Midyear recess	F	Feb. 4
Feb. 6	S	Registration, new students	S	Feb. 5
Feb. 8	M	Second-term instruction begins	M	Feb. 7
Mar. 26	F	Midterm grades due	S	Mar. 26
Spring recess:				
Mar. 27	S	Instruction suspended, 12:50 p.m.	S	Mar. 26
Apr. 5	M	Instruction resumed, 8 a.m.	M	Apr. 4
May 29	S	Second-term instruction ends	S	May 28
May 31	M	Examinations begin	M	May 30
June 8	T	Examinations end	T	June 7
June 14	M	Commencement Day	M	June 13

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CORNELL UNIVERSITY

SCHOOL OF HOTEL
ADMINISTRATION

1964—1965

PROGRAMS TRAINING FOR PROFESSIONAL CAREERS IN THE
MANAGEMENT OF HOTELS, MOTELS, RESTAURANTS, CLUBS,
HOSPITALS, AND INSTITUTIONS GENERALLY, AND IN THE DESIGN
AND LAYOUT OF THE EQUIPMENT FOR THEM



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For correspondence with the School, see next page.

ler Hall, home of the School of Hotel Administration. The building's central section and much of the auditorium wing at right are given over to classrooms, laboratories, and offices. The Inn, which is to the left and not shown in the picture, provides a practice laboratory for the students.

CORRESPONDENCE CONCERNING . . .

The academic requirements for admissions (see page 56) should be addressed to the Office of Admissions, Day Hall, Cornell University, Ithaca, New York.

The personal requirements for admission (see page 57), specifically regarding interviews, should be addressed to the Dean, School of Hotel Administration, Statler Hall.

The program of the School, the content of courses, the requirements for graduation, and questions of financial aid to students should be addressed to the Dean, School of Hotel Administration, Statler Hall.

Credit against the practice requirement should be addressed to the Chairman, Practice Committee, Statler Hall.



The School's Committee on Admissions meets in the Dean's office. Frequent conferences are needed to make a careful selection of student applicants, whose records have first been screened by the University's Admissions Office. (Left to right) Assistant Dean G. W. Lattin, Dean R. A. Beck, and Prof. T. W. Silk. On the wall to the right is a portrait of the late Ellsworth Milton Statler, founder of the Statler Hotels and principal benefactor of the School.

FACULTY

(As of July 15, 1964)

STAFF OF ADMINISTRATION

JAMES A. PERKINS, A.B., Ph.D., President of the University
ROBERT A. BECK, Ph.D., Dean of the School of Hotel Administration and E. M. Statler Professor in Hotel Administration
GERALD W. LATTIN, Ph.D., Assistant Dean of the School of Hotel Administration and Professor in Hotel Administration
KATHERINE R. SPINNEY, B.A., B.L.S., Reference Librarian, School of Hotel Administration

STAFF OF INSTRUCTION

In the School of Hotel Administration

(This list includes only those members of the University instructing staff whose sole responsibility is the instruction of students in the School of Hotel Administration.)

HOWARD BAGNALL MEEK, Ph.D., Sc.D. in Ed., E. M. Statler Professor in Hotel Administration, Emeritus
FRANK H. RANDOLPH, B.A., M.E., P.E., Professor in Institutional Engineering, Emeritus
LOUIS A. TOTH, C.P.A., Professor in Hotel Accounting, Emeritus
O. ERNEST BANGS, Associate Professor in Food Facilities Engineering
JAMES H. BARRETT, Ph.D., C.P.A., Lecturer in Hotel Accounting
ROBERT A. BECK, Ph.D., E. M. Statler Professor in Hotel Administration and Dean of the School of Hotel Administration
MATTHEW BERNATSKY, Professor in Hotel Administration
LESLIE E. BOND, Cdr., USN (Ret.), Lecturer in Hotel Administration
PAUL R. BROTEN, B.S., M.S., Professor in Hotel Engineering
ROBERT M. CHASE, B.M.E., M.B.A., Instructor in Hotel Engineering
VANCE CHRISTIAN, A.B., B.S., Lecturer in Hotel Administration
CHARLES E. CLADEL, M.S., C.P.A., Professor in Hotel Accounting
RICHARD A. COMPTON, B.S.M.E., Instructor in Hotel Engineering
ROBERT EARLE, A.B., Lecturer in Hotel Administration
MYRTLE ERICSON, M.S., Professor in Hotel Administration
WALTER FOERTSCH, B.S., Lecturer in Hotel Administration
CHARLES FOURNIER, President, Gold Seal Vineyards, Inc., Hammondsport, New York, Lecturer in Hotel Administration
H. VICTOR GROHMANN, B.S., President, Needham & Grohmann, Inc., Lecturer in Hotel Administration
MRS. VALERIE GYRISCO, M.S., Lecturer in Hotel Administration
MRS. HELENA P. KELSEY, M.S., Lecturer in Hotel Administration
ALBERT F. KOEHL, B.S., President, Kochl, Landis & Landon, Inc., New York City, Lecturer in Hotel Administration
GERALD W. LATTIN, Ph.D., Professor in Hotel Administration and Assistant Dean of the School of Hotel Administration
JOHN D. LESURE, B.S., C.P.A., Senior Partner, Horwath & Horwath, New York City, Lecturer in Hotel Accounting
Mrs. Barbara M. Mai, M.S. Lecturer in Hotel Administration (on leave 1964-1965)
WILLIAM W. MALLESON, JR., Manager, Skytop Lodge, Skytop, Pennsylvania, Lecturer in Hotel Administration
KEITH McNEILL, B.S., Lecturer in Hotel Administration

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ADRIAN W. PHILLIPS, LL.B., Executive Vice President, Hotel Sales Management Association,
Lecturer in Hotel Administration
MRS. HELEN J. RECKNAGEL, Ph.D., Professor in Hotel Administration and Editor, School
Publications
EBEN S. REYNOLDS, B.A., B.S., M.S., Assistant Professor in Hotel Accounting
CHARLES I. SAYLES, B.S., M.E.E., Professor in Institutional Engineering
MRS. ELLEN C. SEABURG, B.S., Lecturer in Hotel Administration
JOHN H. SHERRY, B.S., LL.B., Professor in Hotel Administration
THOMAS W. SILK, A.B., B.S., M.S., Professor in Hotel Administration
MRS. LAURA LEE W. SMITH, Ph.D., Professor in Hotel Administration
KATHERINE R. SPINNEY, B.A., B.L.S., Reference Librarian, School of Hotel Administration
JEREMIAH J. WANDERSTOCK, Ph.D., Professor in Hotel Administration

In Other Schools and Colleges of the University

(This list includes only those members of the University instructing staff who are directly engaged in giving courses regularly taken by students in the School of Hotel Administration.)

ARTHUR L. BLOOM, Ph.D., Assistant Professor of Geology
MRS. JESSIE A. BOYS, M.S., Professor in Food and Nutrition, Emeritus
RICHARD DAVISON APLIN, Ph.D., Associate Professor of Marketing
ROBERT L. ARONSON, Ph.D., Associate Professor of Industrial & Labor Relations
RITA A. CONNELLY, M.S., Assistant Professor of Institution Management
MORRIS A. COPELAND, Ph.D., Professor of Economics
J. MILTON COWAN, Ph.D., Professor of Linguistics and Director of the Division of Modern
Languages
LAWRENCE BRYCE DARRAH, Ph.D., Professor of Marketing
TOM EDWARDS DAVIS, Ph.D., Associate Professor of Economics
RICHARD M. DIAMOND, Ph.D., Assistant Professor of Chemistry
ROBERT HENRY ELIAS, Ph.D., Professor of English
CHESTER HIGBY FREEMAN, M.S.A., Associate Professor of Extension Teaching
MRS. HELEN H. GIFFT, M.S., Associate Professor of Food and Nutrition
FRANK H. GOLAY, Ph.D., Professor of Economics
DONALD JAMES HALL, Ph.D., Assistant Professor in Biology
JOHN DANIEL HARTMAN, Ph.D., Professor of Vegetable Crops
DONALD P. HAYES, Ph.D., Assistant Professor of Sociology
GEORGE H. HILDEBRAND, Ph.D., Professor of Economics
ROBERT S. HOLMES, LL.B., Ph.D., Associate Professor of Accounting
JOHN GREENWOOD BROWN HUTCHINS, Ph.D., Professor of Business History and Transportation
ALFRED E. KAHN, Ph.D., Professor of Economics
NORMAN KAPLAN, Ph.D., Assistant Professor of Sociology
ROBERT WYLIE KILPATRICK, M.A., Assistant Professor of Economics
NICOLAAS G. M. LUYKX II, Ph.D., Assistant Professor of Public Administration
HAROLD B. MALMGREN, B.A., Assistant Professor of Economics
ALAN K. McADAMS, Ph.D., Assistant Professor of Finance
JAMES R. McCONKEY, Ph.D., Associate Professor of English
GEORGE CORY MILLICAN, B.F.A., B.Arch, M.F.A., Associate Professor in Housing and Design
ROYAL E. MONTGOMERY, Ph.D., Professor of Economics
GEORGE R. MORRISON, Ph.D., Assistant Professor of Economics
CHANDLER MORSE, M.A., Professor of Economics
DAVID E. NOVACK, B.A., Assistant Professor of Economics
DAVID NOVARR, Ph.D., Associate Professor of English
ARTHUR E. NILSSON, M.B.A., Ph.D., Professor of Finance
PAUL MARTIN O'LEARY, Ph.D., Professor of Economics
GEORGE ERIC PEABODY, M.S., Professor of Extension Teaching
FORREST GODFREY READ, Ph.D., Assistant Professor of English
ROBERT BLAKE REEVES, Ph.D., Assistant Professor of Zoology
JOHN W. REPS, A.B., M.R.P., Professor of Regional Planning
KENNETH L. ROBINSON, Ph.D., Professor of Agricultural Economics
HARRY WILBUR SEELY, JR., Ph.D., Professor of Bacteriology
SEYMOUR SMIDT, Ph.D., Associate Professor of Managerial Economics and Marketing
ROBERT MUMFORD SMOCK, Ph.D., Professor of Pomology

GEORGE J. STALLER, Ph.D., Assistant Professor of Economics
 EVELYN E. STOUT, Ed.D., Professor of Textiles and Clothing
 WILLIAM GOODRICH TOOMEY, Ph.D., Assistant Professor of Agricultural Economics
 WILLIAM B. WARD, M.S., Professor and Head of the Department of Extension Teaching and Information, Editor in Chief of Publications
 JAMES C. WHITE, Ph.D., Professor of Dairy Industry
 VIVIAN H. WHITE, M.A., Associate Professor in Textiles and Clothing
 JOHN F. WILSON, Ph.D., Associate Professor of Speech and Drama

Visiting Lecturers, 1963-1964

KEN ANDERSON, President, Art Textile Corporation, Highland, Illinois
 JOHN W. BORHMAN, JR., General Manager, The Carriage House, Chicago
 RICHARD W. BROWN, Division Merchandise Manager, Federal Operations, Sibley, Lindsay & Curr, Rochester, New York
 ROBERT M. BRUSH, Senior Vice President, Sheraton Corporation of America
 CHARLES CHIUSANO, Assistant Vice President, Hilton Hotels Corporation
 W. D. CHRISTOPHER, Public Relations Director, American Restaurant China Council, East Liverpool, Ohio
 MILTON J. FIREY, President, Milton J. Firey & Associates, Baltimore
 DONALD IRWIN, JR., Consolidated Foods Corporation, Chicago
 DONALD E. KASTNER, President, The Christopher Ryder House, Cape Cod
 JOHN F. KINERK, Executive Vice President, New York State Hotel Association
 FOSTER M. KUNZ, Vice President, Industrial Relations, Hot Shoppes
 E. C. LEACH, President, Jack Tar Hotels
 JOSEPH E. McDOWELL, President, Servomation Corporation, New York City
 H. ALEXANDER MACLENNAN, Vice President, Hilton Hotels Corporation
 MARILYNN MOTTO, Design Studios, New York City and Miami, Florida
 ELMER OLSEN, Vice President, The Prophet Company
 PAUL SONNABEND, Vice President, Hotel Division, Hotel Corporation of America
 CURT STRAND, Vice President-General Manager, Hilton Hotels International
 EDWARD J. VINNICOMBE, JR., Vice President, Institutional Division, McCormick & Co.
 BERTRAM WEAL, General Manager, The Tuscany Hotel, New York City
 JACK WILDER, Second Vice President, New York State Hotel Association
 WILLIAM M. WOODS, Assistant Publisher, Institutions Magazine, Chicago

Mrs. E. M. Statler enters the door of Statler Inn to attend the annual Hotel Ezra Cornell. Her entrance marks the opening of a series of receptions, dinners, lectures, and exhibits—all planned for guests invited from the hotel and restaurant industry.



SCHOOL OF HOTEL ADMINISTRATION

IN 1922, at the request of the American Hotel Association, a four-year program of instruction in the field of hotel administration, the first of its kind anywhere, was established at Cornell University. Later, at the request of the National Restaurant Association, a program designed especially to meet the needs of prospective restaurateurs was offered. Members of both Associations have provided financial support, have found places in their organizations for students and graduates, and have on many occasions endorsed the curriculum.

The principal benefactor has been the late Ellsworth Milton Statler, creator of Statler Hotels. During his lifetime Mr. Statler gave generously. His heirs continued the support until the establishment, under his will, of the Statler Foundation, and the Foundation has been generous indeed.

The Trustees of the Statler Foundation, Mrs. Statler, Mr. Ward B. Arbury, Mr. E. H. Letchworth, Mr. Frank A. McKowne, and Judge Michael J. Montesano, donated \$2,550,000 to erect and equip a building to house the School, Statler Hall, which was completed in 1950. A new wing housing a larger library, additional laboratory facilities, and the 900-seat Alice Statler Auditorium has been completed at a cost of \$2,300,000. The whole structure offers unequalled facilities for instruction in hotel and restaurant management. To provide for the adequate maintenance of the building, the Foundation has also donated an endowment of \$1,250,000. These and other gifts, in support of the E. M. Statler Professorship, of research, and of publications, constitute a total of well over \$7,000,000.

Other generous benefactors have supplied the impressive array of scholarships listed on pages 75-82, thereby extending endorsement and encouragement to the School and financial assistance to the students.

STATLER HALL

Statler Hall is a unique educational building, designed expressly to meet the needs of the faculty and the students of the School of Hotel Administration. The building is in three parts: a classroom section, a practice inn, and an auditorium with full stage facilities.

The classroom section, a substantial five-story building with 100,000 square feet of space, is augmented by about 50,000 square feet of additional office, classroom, and laboratory space in the air-conditioned Alice Statler wing. For instruction and research in hotel and restaurant subjects, these two sections provide nineteen lecture rooms, forty-one offices, six auditoriums, and fourteen laboratories, all designed and equipped with the latest mechanical and instructional devices. Students also have their own lounge with a fireplace, multichannel television, radio, and serving pantry.

The School's library, the most extensive of its kind anywhere, numbers about 11,000 volumes on hotel and restaurant operation and related subjects, including the files of leading serial publications in the hotel field, some complete from their first issues, other dating back to the founding of the School. The library



Statler Inn provides a practice laboratory for students in Hotel Administration.

has been the recipient of many gifts of display materials and personal collections. Among them are the Herndon collection of 1,600 books, including many rare items: the J. O. Dahl Memorial Library; the books of W. I. Hamilton; the "Oscar of the Waldorf" (Oscar Tschirky) collection of autographed dinner menus and memorabilia; the Pinco collection of menus, dating back to the early 1900's; and the Vehling collection of rare books and prints (about 500 of each) depicting the history of food and its cookery, the latter a personal gift from Mrs. Statler.

Statler Inn, the practice inn, contains thirty-six transient rooms, each with private bath, designed and decorated in the most modern and efficient manner, a front office desk, and appropriate lounge areas. Its facilities constitute a laboratory, and its activities constitute the exercises for front office practice and for instruction in rooming and registration procedures.

Statler Inn has also a formal dining room seating about 200, five private dining rooms seating from eight to 100, two self-service dining rooms for 100 to 150, a cocktail lounge, and a ballroom seating nearly 400. Several commodious kitchens containing a complete array of modern, stainless steel equipment serve these dining rooms and constitute practice laboratories for the students.

The food and beverage operations of the Inn provide the students of restaurant management abundant outlets for practical experience in the preparation and service of food, wines, and liquors in all types of dining rooms, from self-service cafeterias and buffets to French service.

Students in hotel and restaurant engineering have the facilities and equipment of the Statler Inn available for field study. The accounting records of its operation provide the basis for class exercises in the accounting courses. The problems of personnel management and human relations that arise in the day-by-day operation of the Inn become case studies in the courses in hotel administration. The School is most fortunate in being able to develop for its students a close and intimate relationship between theoretical and practical instruction through the use of Statler Inn.

HISTORY OF THE SCHOOL

The School began, in 1922, as a department organized in the then School of Home Economics of the New York State College of Agriculture. After years of valued assistance from and close cooperation with the faculty of Home Economics, the erstwhile department became the School of Hotel Administration in 1950 and in 1954 was separated from the State Colleges to become a completely independent academic unit within the University, a college in its own right with its own faculty and dean.

A single professor met with a class of twenty-one in 1922. The intervening forty-one years have seen a gradual expansion in the faculty, the curriculum, the student body, and the alumni organization. The School now has a full-time resident faculty of twenty. These twenty devote themselves exclusively to the development of the specialized courses offered by the School and to the instruction of its students. They are fully trained in both the academic and the practical aspects of their respective fields. They are experienced in hotel and restaurant work, and many of them are active consultants to nationally important hotel and restaurant organizations.

The work of the resident Hotel School faculty is supplemented by the services of sixteen other persons who offer specialized courses. Many of them active hotel or restaurant executives, lawyers, accountants, or experts in advertising or human relations, they come to Ithaca from New York or Chicago at weekly intervals to bring, for study and discussion in the classroom, the current problems of their daily work.

Altogether the School offers some eighty courses, totaling two hundred and six hours, that have been developed by the School and designed expressly to meet the needs of its students. In addition, students have access without restriction to courses offered by all the other colleges of the University—courses of professional and of cultural value—and they are guided and stimulated to tap generously the tremendous educational resources of a great University.

EDUCATIONAL OBJECTIVES

Any program of higher education has two major responsibilities to its students: (1) to fit them for effective work in the economic society of the future in order that each may justly claim from that society a reasonable standard of living; and (2) to provide them with an adequate cultural background against which to perceive the values in and enjoy the living so earned. These requirements are met in formal education for the business of hotel or restaurant operation. These businesses provide good opportunities for well-trained persons, and preparation for work in them involves the study of so wide a variety of subject matter as to approximate a liberal education.

The hotel or the restaurant is a complex institution; its operation calls for a wide range of skills, for the use of a variety of products in a large number of processes. The guest must be received with cordiality and service; he must be provided with a well-lighted, tastefully decorated, comfortably furnished room in which the temperature is ideal; and served with appetizing, wholesome food wisely bought, properly stored, and skillfully prepared. He must have at his disposal conveniences of every type: check rooms, public spaces, public stenographers, radios, television, and exhibition spaces.

A curriculum adequate to prepare one for the direction of those operations and for the provision of those services and equipments must draw upon nearly every branch of human knowledge. As a consequence, the prospective hotel operator studies drawing, physics, bacteriology, sanitation, chemistry, biology, engineering, vegetable crops, meat products, dietetics, food preparation, textiles, decoration, law, psychology, personnel management, advertising, and public speaking, all in addition to the subjects ordinarily studied in preparation for business management.

Each subject is approached by the student with the same focusing interest: How does this material relate to hotel and restaurant operation? Breadth of training is obtained without dissipation of interest. The graduate should be a well-educated and a socially useful individual.

A weekly lecture series, Hotel Administration 155, is held in the Alice Statler Auditorium and features prominent speakers from industry. In the photograph below, Robert M. Brush '34, senior vice president of the Sheraton Corporation, addresses the students. Inset above: Mr. Brush is shown chatting with students during the reception held in the auditorium foyer immediately after his lecture.



DESCRIPTION OF COURSES

EXCEPT for some general University courses regularly taken by students in the School of Hotel Administration and included in the list for their convenience, all the courses described herein are arranged and given by the Hotel School faculty especially for hotel students; in many cases they are taught by active hotel or restaurant executives. Many other courses are open as electives to hotel students: courses in the sciences; in communication, language, and literature; in economics, history, and government; in music, aesthetics, and philosophy; in engineering, architecture, medicine, and law. For full information regarding these latter offerings reference may be made to the Announcements of the other colleges and schools of the University.

ACCOUNTING

The entire fourth floor of the school section of Statler Hall, eight laboratories and nine offices, is set aside for the exclusive use of the Department of Hotel Accounting. The lecture rooms and laboratories are furnished and equipped with a complete inventory of hotel office and computing machinery. Hotel students also have access to a complete set of I.B.M. statistical machines, including an eighty-column and a forty-column tabulating machine as well as sorting, coding, and verifying machines.

ACCOUNTING (Hotel Accounting 81). Credit four hours. Required. Professor SILK.

Provides an introduction to the principles of general accounting. Practice includes elementary problems developing the theory of accounts. Emphasis is placed on the adjusting journal entries, the work sheet, financial statements, special journals, the operation of control accounts and the voucher register.

MANAGERIAL ACCOUNTING (Hotel Accounting 82). Credit three hours. Required. Prerequisite, Hotel Accounting 81 or the equivalent. Assistant Professor REYNOLDS.

Application of the principles of accounting to several types of public-hospitality business concerns. Major emphasis is on accounting system building with the purpose of analysis of financial statements as a basis of managerial decisions. Use is made of the Uniform System of Accounts for Restaurants as adopted by the National Restaurant Association. Practice work includes accounting for payroll and payroll taxes, depreciation, and periodic adjusting and closing entries.

BASIC HOTEL ACCOUNTING (Hotel Accounting 181). Credit four hours. Required. Prerequisite, Hotel Accounting 81 and 82. Professor CLADEL.

A study of the Uniform System of Accounts for Hotels as recommended by the American Hotel Association. Accounting for the transactions of a 400-room transient hotel. Study of front-office routine, the night audit and transcript, the daily report, and the duties of the accountant. Practice with the special journals used in hotels—the six-column journal and the multi-

column operating ledger. The problem involves the recording of the transactions for one month, the summarization, adjustment, and closing of the books, and the preparation of monthly and annual statements therefrom.

INTERMEDIATE ACCOUNTING (Hotel Accounting 182). Credit four hours. Required. Prerequisite, Hotel Accounting 81. Professor CLADEL.

Problems arising in the field of intermediate accounting. Practice includes problems dealing with single entry accounting; partnership organization, operation and dissolution; corporation accounts and records; branch accounting; accounting for manufacturing concerns; and interpretation of financial statements.

AUDITING (Hotel Accounting 183). Credit three hours. Hotel elective. Prerequisite, Hotel Accounting 182. Professor CLADEL.

General auditing. Practice includes the preparation of audit-working papers, balance-sheet audit, detailed audit, internal control in general, and the auditor's report.

FOOD AND BEVERAGE CONTROL (Hotel Accounting 184.) Credit three hours. Hotel elective. Professor CLADEL.

A study of the various systems of food and beverage control, and precost control common in the business. Practice is offered in cost analysis, sales analysis, special-item control, and adjustments to inventory; in the preparation of the daily report and summary to date; and in the preparation of monthly food and beverage reports using figures typical of a moderate-sized hotel.



Students in the School of Hotel Administration learn unit record accounting for data processing. In the picture above, Judith Shaw '64 (rear) is punching out hotel registrations while David C. Dunn, graduate student (left), sets the forms for guest billing. At the right, Robert T. Patterson '65 examines the final results, and Ernest F. Steiner (center) selects the next group of cards for billing. Basic research in data processing for hotels was worked out through the School's research program under the direction of Prof. C. I. Sayles.

SEMINAR IN FINANCIAL MANAGEMENT (*Hotel Accounting 285*). Credit two hours. Hotel elective. Limited to seniors. Best taken after Hotel Accounting 186. Mr. LESURE.

Financial problems associated with the purchase, expansion, and construction of public housing, feeding, and recreational facilities in a typical community are studied and discussed. Phases include purchasing a business, planning and constructing facilities, preparation and use of special reports, private versus public financing, bankruptcy, reorganization, consolidation, and taxation.

INTERPRETATION OF HOTEL FINANCIAL STATEMENTS (*Hotel Accounting 186*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Accounting 181 and 182. Mr. LESURE. A study and discussion of hotel balance sheets, profit and loss statements, and typical hotel balance sheet and operating ratios.

INTERNAL CONTROL IN HOTELS (*Hotel Accounting 286*). Credit two hours. Hotel elective. Open to seniors and graduates and to certain others by permission. Prerequisite, Hotel Accounting 181. Mr. BARRETT.

Discussion of the problems encountered in distributing the accounting and clerical work in hotels so as to provide a good system of internal control. Study of many actual cases of the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of a function-

ing system of internal control as they specifically apply to the School's Statler Inn operation.

ECONOMICS OF FINANCIAL MANAGEMENT (*Hotel Accounting 287*). Credit three hours. Open to seniors and juniors by permission of the instructor. Prerequisite, Economics 104. Satisfies economics elective. Assistant Professor REYNOLDS.

An introduction to the methods used to finance an enterprise, including the management of assets and the determination of the needs and sources of funds. By extensive use of case studies, with special emphasis on the financing of hotel, motels, and other types of business in the service industries, the student will develop a basis for determining a suitable return on investment.

ACCOUNTING MACHINES IN HOTELS (*Hotel Accounting 288*). Credit one hour. Hotel elective. Professor CLADEL.

Discussion of the place of accounting machines in the hotel front office; practice with a National Cash Register Company front-office posting machine, Model 2000, and Model 42, including the posting of charges and credits and the details of the night audit.

PROBLEMS IN HOTEL ANALYSIS (*Hotel Accounting 189*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Practice in some statistical procedures, using as illustrative material principally hotel and

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restaurant figures; presentation and interpretation; frequency distributions, average, median, mode, and measures of dispersion. Special emphasis is placed on linear correlation and regression.

SPECIAL STUDIES IN ACCOUNTING AND STATISTICS FOR HOTELS (*Hotel Accounting 289*). Credit to be arranged. Hotel elective. Prerequisites, Hotel Accounting 186 and 189 or equivalent. Permission of instructors required.

Research projects dealing with advanced accounting statistics and finance in the hotel and restaurant industries.

ADMINISTRATION

ORIENTATION (*Hotel Administration 100*). Credit two hours. Required. Professor LATTIN. Designed to orient students in the life of the University and in the work of the School of Hotel Administration. The laboratory periods in the Statler Club provide students with the opportunity to gain experience in all departments of a hotel.

RESORT MANAGEMENT* (*Hotel Administration 113*). Credit one hour. Hotel elective. Mr. MALLESON.

A lecture course in the operation of the resort hotel. Consideration is given to the promotion of business, to the provision of services, to the operation of the dining room, to the entertainment of the guest, and to the selection, training, and direction of the employed staff. Resorts of the various types, seasons, and economic levels are considered.

PSYCHOLOGY (*Hotel Administration 114*). Credit three hours. Required. Professor LATTIN. A terminal course in basic psychological principles designed to develop in the student an awareness of the psychological aspects of many hotel management functions and to demonstrate the application of psychological principles to these functions. Covers all areas of general psychology.

PROBLEMS OF HUMAN BEHAVIOR IN THE HOTEL AND RESTAURANT INDUSTRY (*Hotel Administration 116*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 114 and permission of the instructor.

A consideration of the social-psychological factors involving conflict and dispute in hotels and restaurants. Extensive use is made of actual case studies within these industries. Interviewing techniques will be discussed and practiced among the group.

BASIC FINANCIAL MANAGEMENT (*Hotel Accounting 240*). Credit three hours. Open to students outside the School of Hotel Administration. Assistant Professor REYNOLDS.

An elementary course covering accounting principles, financial statement, analysis, investments in stocks and bonds, and income and payroll taxes. Designed for the student who desires a general knowledge of the language of business and finance. Practice work includes developing an accounting system for a small service business, creating and following an investment portfolio, and preparing federal income tax returns for individuals.

LABOR-MANAGEMENT RELATIONS IN THE HOTEL INDUSTRY (*Hotel Administration 316*). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Economics 104. (This course will satisfy the requirement of elective work in economics, but when so counted it may not also be counted as three hours of Hotel elective.) Professor BECK.

The development of the trade union movement in the United States with special emphasis upon the AFL-CIO union affiliates active in the hotel and food industry. Case studies are included of disputes and grievances arising in unionized hotels and restaurants.

HUMAN RELATIONS (*Hotel Administration 217*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 119. Mr. FOERTSCH.

The problems faced by the supervisor and the executive in managing the human element in the hotel and restaurant field. Designed to give the student insight into the varied social and psychological factors present in any employer-employee relationship.

SUPERVISORY TRAINING IN HOTELS (*Hotel Administration 218*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 119 and permission of the instructor. Mr. FOERTSCH.

Designed for advanced students in personnel administration. The class initiates and develops a training program for supervisors. Emphasis is placed on participation, group discussion, and individual research. All aspects of the supervisory function are analyzed.

PERSONNEL ADMINISTRATION (*Hotel Administration 119*). Credit three hours. Hotel elective. Prerequisite, an elementary course in psychology. Professor LATTIN.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

A study of the problems of human relations in industry. A survey of the methods and problems of recruitment, selection, placement, maintenance; organization and government of employees.

SEMINAR IN PERSONNEL ADMINISTRATION (*Hotel Administration 219*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 119 and permission of instructor. Professor LATTIN.

A discussion class which provides the opportunity for students to put into practice the theory and techniques learned in the elementary course. Emphasis is placed on understanding and practicing personnel methods which can directly assist in controlling costs of the man-power program.

CLUB MANAGEMENT * (*Hotel Administration 222*). Credit one hour. Hotel elective. Open to upperclassmen and graduates. A survey of the problems peculiar to the management of city, country, and other club organizations. Subjects covered are food and beverage management in clubs; committee, board of directors, and membership relations; dues, assessment and financial management. The arrangement and promotion of social and recreational activities are also included.

CONTRACT FOOD SERVICE MANAGEMENT (*Hotel Administration 228*). Credit one hour. Hotel elective.

An overview of the rapidly developing field of professional contract food management, including the accounting, legal, marketing, sales, production, and personnel functions.

COMMUNICATION (*Hotel Administration 238*). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor RECKNAGEL.

The composition of written messages used in hotels, restaurants, and clubs. Includes the preparation of letters, memorandums, reports, and advertising by mail.

RESTAURANT MANAGEMENT (*Hotel Administration 251*). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor BERNATSKY.

An analysis of the principal operating problems in the restaurant field. Procedures, approaches, and techniques of management are explored and developed through case study, lecture, and discussion.

BEVERAGE MANAGEMENT (*Hotel Administration 252*). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor BERNATSKY.

Includes a systematic presentation of alcoholic beverages, their history, service, sales, and control. Lectures, demonstrations, and field trips.

SEMINAR IN HOTEL ADMINISTRATION (*Hotel Administration 153*). Credit two, three, or four hours. Hotel elective. Open to a limited number of seniors in hotel administration. Those wishing to register should consult the instructor during the preceding semester to obtain permission to enroll and to confer regarding problems chosen for special study. Hours to be arranged. Professor BECK.

SPECIAL STUDIES IN RESEARCH (*Hotel Administration 253*). Credit to be arranged. Open to graduate students in Hotel Administration only. MEMBERS OF THE GRADUATE FACULTY.

Designed specifically for graduate students working on theses or other research projects. Any member of the graduate faculty of the School of Hotel Administration, upon consultation with the student, may be selected to direct a particular problem of special interest to the student.

LECTURERS ON HOTEL MANAGEMENT (*Hotel Administration 155*). Credit one hour. Hotel elective. Open to all classes. To be taken for credit each semester. Under the direction of Professor BECK.

A series of lectures given by nonresident speakers prominent in the hotel, restaurant, and allied fields.

TOURISM * (*Hotel Administration 56*). Credit one hour. Hotel elective.

Given by a representative of one of the large travel and tour directing organizations. Deals with the volume and dollar value of foreign and domestic tourist and business travel, the areas and groups who constitute the source of tourist business, the attractions that draw them, the conveyances and routings they use, and the matters of rates, foreign exchange, and passport and health requirements.

DATA PROCESSING (*Hotel Administration 58*). Credit two hours. Hotel elective. Prerequisites, Hotel Accounting 81, 181, 182.

Deals with the basic principles of automatic data processing, the types of equipment available, and the applications of data processing to hotels and the food industry. Students have the opportunity to work with the system operating in Statler Hall and also to become acquainted with systems operating in large hotels as well as multiple-unit organizations.

LAW OF BUSINESS (*Hotel Administration 171*). Credit two hours. Required. Open to upperclassmen. Professor SHERRY.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.



The School's library, directed by a full-time librarian, provides students and faculty with 11,000 books and many periodicals on all aspects of hotel, motel, restaurant, and institution operation.

A basic course in business law dealing with problems of practical interest to businessmen, including contracts, torts, real and personal property, mortgages and liens, negotiable instruments, insurance, buying, selling and leasing property, wills, estates, and inheritances, taxation, and other related topics.

LAW AS RELATED TO INNKEEPING (*Hotel Administration 172*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and Economics 104. Professor SHERRY. A study of the laws applicable to the ownership and operation of inns, hotels, motels, restaurants, and other places of public hospitality. Consideration of the host's duties to guests, lodgers, boarders, tenants, invitees, licensees, and trespassers; the exclusion and ejection of undesirables; liability for personal injuries on and off the premises; the concept of negligence; liability for damage or loss of property; statutory limitations of liability; lien rights; concession agreements; leases; credit and collection practices; arrest and detention of wrongdoers, and miscellaneous statutes and administrative rules and regulations applicable to public houses. The material is treated from the point of view of the executive responsible for policy and decision making.

LAW OF BUSINESS: CONTRACTS, BAILMENTS, AND AGENCY * (*Hotel Administration 272*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and Economics 104. Professor SHERRY.

A study of the formation, validity, enforcement, and breach of contracts; sales and dealings in personal property, bailments, storage, and shipment of goods; the laws of principal and agent and employer and employee. The case method is used throughout, supplemented by notes and collateral readings. The aim is to develop skill and experience in analytical thinking as an aid and as a tool in modern managerial technique.

LAW OF BUSINESS: BUSINESS ORGANIZATION—PARTNERSHIPS AND CORPORATIONS * (*Hotel Administration 274*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and Economics 104. Professor SHERRY.

A study of the available forms of business organization, with special emphasis on general and limited partnerships and corporations. Comparison of the relative advantages and disadvantages of partnerships and corporations. Consideration of the use of limited partnerships in hotel and motel syndications; corporate promotion; financial devices for raising

capital; corporate control and management, and the respective rights, duties, and powers of officers, directors, and stockholders. The aim is to correlate the legal, accounting, taxation, and management aspects of organized business enterprises.

PUBLIC RELATIONS AND SALES * (*Hotel Administration 176*). Credit two hours. Hotel elective. Recommended for juniors and seniors. Mr. EARLE.

Methods, approaches, and techniques of developing a favorable image for the hotel, promoting community and guest relations, and counteracting the current downward trend in occupancy figures.

HOTEL PROMOTION * (*Hotel Administration 178*). Credit one hour. Hotel elective. Recommended for upperclassmen. Mr. KOEHL. A discussion of the fundamentals of sales promotion, with special attention to the various mediums profitably used by hotels.

SALES PROMOTION * (*Hotel Administration 278*). Credit one hour. Hotel elective. Open to upperclassmen and graduates. Mr. PHILLIPS. The hotel sales department—its function, organization, records, and procedures—is discussed.

The course is arranged with the cooperation of the Hotel Sales Management Association. At each session a different member of the Association, chosen by the Association in consultation with the School for his expertness in some one phase of sales promotion, discusses that phase and under the coordination of the instructor leads the discussion of the subject.

HOTEL ADVERTISING * (*Hotel Administration 179*). Credit one hour. Hotel elective. Open to upperclassmen and graduates. Mr. GROHMANN.

The fundamentals of magazine, newspaper, radio, television, and outdoor advertising; direct mail, printed material and publicity; and the part each plays in a coordinated business promotion program. Detailed discussions are included of the different methods of building business that are being successfully used by various types of hotels and restaurants. The lectures and demonstrations also illustrate the mechanical processes of producing advertising material, giving students a working knowledge of the advantages and disadvantages of each process.

GENERAL SURVEY OF REAL ESTATE * (*Hotel Administration 191*). Credit two hours. Hotel elective. Prerequisite, Economics 104 or its equivalent.

A survey of the real estate field, with particular emphasis on the economic, legal, and technical

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

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aspects of real estate. Lectures and problems cover interests in real property, liens, taxes, contracts, auctions, deeds, mortgages, titles, leases, brokerage, management, and financing.

SEMINAR IN REAL ESTATE MANAGEMENT* (*Hotel Administration 192*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Economics 104 or its equivalent.

The fundamentals of urban-land economics. Emphasis is placed upon the changing character of the urban economy and its influence upon land values, development, and utilization. The aim is to acquaint students with the economic principles governing the development and utilization of land and values.

GENERAL INSURANCE (*Hotel Administration 196*). Credit three hours. Hotel elective. Upperclassmen and graduates. Mr. McNEILL. Designed to provide the student with a comprehensive introduction to the insurance field. The emphasis is upon fire insurance, casualty insurance, and multiple peril policies. Such topics are covered as the law of contracts as it relates to insurance; the fire insurance policy and fire insurance forms; business interruption, marine, burglary and crime, and liability insurance; rates and rate making; bonds; negligence and torts; compensation; package policies; adjustment of losses; and the types of insurers.

INTERIOR DESIGN FOR HOTELS* (*Housing and Design 130*). Credit two hours. Hotel elective. Open to juniors and seniors. Associate Professor MILLICAN.

The methods and procedures inherent in interior designing are studied and used with special emphasis on problems common to hotels and related public places. The studio problems, informal lectures, and discussions deal with the planning of color, fabrics, and lighting. Emphasis is placed on the understanding of floor plans and traffic circulation.

TYPEWRITING (*Hotel Administration 37*). Credit two hours. Hotel elective. MRS. SEABURG. The personal needs of college students are met by this course in elementary typewriting. Instruction is given in the typing of business letters, reports, and tabulations.

SHORTHAND THEORY (*Hotel Administration 131*). Credit four hours. Hotel elective.

Limited to juniors and seniors. MRS. SEABURG. The basic theory of Gregg shorthand is completed in this course, and the groundwork is laid for dictation and transcription. Enrollment in Hotel Administration 132 is waived if the student passes a typewriting proficiency test during the first week of the term.

SECRETARIAL TYPEWRITING (*Hotel Administration 132*). Credit two hours. Hotel elective. MRS. SEABURG.

Students who already know the keyboard develop sufficient speed and accuracy to meet business standards. Some instruction is also provided in filing, duplication, and machine transcription.

SECRETARIAL PROCEDURES (*Hotel Administration 138*). Credit four hours. Hotel elective. Prerequisites, Hotel Administration 131 and 132 or the equivalent. MRS. SEABURG. Instruction in the major secretarial duties and office management. Dictation and transcription speeds sufficient for the better types of office positions are developed.

PRINCIPLES OF CITY AND REGIONAL PLANNING (*Architecture 710*). Credit three hours. Open to upperclassmen. Professor REFS. A review of the basic influences in the development of cities. A general view of the theory and accepted practice of city and regional planning, including a study of the social, economic, and legal phases.

MAN AND SOCIETY (*Sociology 101*). Credit three hours. Assistant Professor HAYES.

An introduction to the principal questions, perspectives, and methods of sociology. The focus of the course will be upon the processes which maintain the continuity and stability of society and contribute to its change. Detailed analyses will be made of institutions and organizations, socialization and social control. Emphasis will be given to contemporary research in these areas.

GENERAL GEOGRAPHY (*Geology 111*). Credit three hours. Assistant Professor BLOOM. An introduction to geography including space relationships, world climates, soils, and geographic provinces. Land use, the natural resources of selected regions, and trade in these resources will be emphasized.

ECONOMICS AND FINANCE

Of the large number of courses in economics, statistics, sociology, history, and government open to hotel students, only those frequently taken by them are described here. Full details regarding the others are given in the *Announcement of the College of Arts and Sciences*. Hours and instructors are to be announced each term.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

MODERN ECONOMIC SOCIETY (*Economics 103*). Credit three hours. Required. Open to a limited number of freshmen. Associate Professors DOWD, GOLAY, NOVACK and others. A survey of the existing economic order, with particular emphasis on the salient characteristics of the modern American economy. Concentration is on explaining and evaluating the operation of the price system as it regulates production, distribution, and consumption, and as it is in turn modified and influenced by private organization and government policy.

MODERN ECONOMIC SOCIETY (*Economics 104*). Credit three hours. Required. Prerequisite, Economics 103. Professor KAHN, Assistant Professor STALLER, and others.

Economics 104, a continuation of 103, centers on the determinants of aggregate economic activity. The main areas studied are the monetary and banking systems, the composition and fluctuations of national income, and the major conditions of economic growth, all as influenced by monetary, fiscal, and other policies.

FINANCE† (*Business and Public Administration 104*). Credit three hours. Open to seniors and graduate students who have taken Economics 104. Permission of the instructor is required. Professor NILSSON.

An introduction to the principles and practices of finance and their application in business and public administration. The uses of financial instruments, problems of short-term and capital financing, methods of security distribution, financial expansion and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed.

PRIVATE ENTERPRISE AND PUBLIC POLICY IN THE MODERN ECONOMY† (*Business and Public Administration 202*). Credit three hours. Open to seniors and graduate students who have taken Economics 104. Permission of the instructor is required. Professor HUTCHINS.

An integrating study of the interrelations among business organizations, governments, and individuals. Attention is given to the analysis of some important public policies impinging on business and to the problems of exercising socially-responsible business leadership in American society. Management and the individual: the philosophy of the business system. Management and the organization: problems of posture and practices. Management and rivals: problems of monopoly and competition and of their control. Management and customers: promotional practices and the public interest. Management and public services: the unique problems of businesses affected with a public interest. Management and the national

defense: the unusual problems of enterprises entrusted with radical innovation and technical development. Management and special public objectives: the use of subsidies to promote public purposes. Management and the public finances: problems in public expenditure and taxation. Management and World affairs: foreign trade, investment, and the international problems of the United States. Lectures and cases.

INTERMEDIATE MICROECONOMIC THEORY† (*Economics 311*). Credit four hours. Prerequisite, Economics 104. Assistant Professor STALLER.

Analysis of the pricing processes in a private enterprise economy under varying competitive conditions, and their role in the allocation of resources and the functional distribution of national income.

TRADE FLUCTUATIONS† (*Economics 312*). Credit four hours. Prerequisite, Economics 104 or consent of the instructor. Professor COPENLAND, and others.

A study of the nature and causes of business recessions, revivals, and booms, and of general price trends, together with a consideration of various alternative methods of promoting business cycle stabilization and price stabilization. The approach will be partly historical, partly analytical.

PRICES† (*Agricultural Economics 315*). Credit three hours. Open to juniors, seniors, and graduate students. Assistant Professor TOMER. A study of the factors affecting prices and methods of price analysis.

ECONOMIC HISTORY OF MODERN EUROPE† (*Economics 322*). Credit four hours. Prerequisite, Economics 104. Associate Professor DOWD.

The period covered is from the close of the Middle Ages to the present.

AMERICAN ECONOMIC HISTORY (*Economics 324*). Credit four hours. Prerequisites, Economics 103-104. Assistant Professor NOVACK. Analysis of the major features of the development of the American economy from the late colonial period to the present. Particular stress will be placed upon the functional relationship between structural changes in the economy and political, demographic, and social variables.

ECONOMICS OF MANAGERIAL DECISIONS (*Agricultural Economics 328*). Credit three hours. Prerequisites, Economics 103 and Hotel Accounting 81 or the equivalent. Associate Professor APLIN.

Emphasis is on identifying problems in a business, recognizing alternatives, and using eco-

† Will satisfy the requirement of elective work in economics.

conomic data as guides to making decisions in agriculture marketing firms. Principal topics include demand analysis and sales forecasting; cost analysis, estimation and control, pricing policies of a firm, and planning capital investments. Class discussion is supplemented by case studies to illustrate concepts and techniques available to management to assist them in making sound decisions. Primary emphasis is on conceptual and qualitative approaches, not on quantitative methods.

MONEY, CREDIT, AND PUBLIC POLICY † (*Economics 231*). Credit three hours. Prerequisite, *Economics 104*.

A study of the American financial system with emphasis on the roles played by commercial banks, the federal reserve system, and selected related financial institutions. Monetary, credit, and financial controls influencing general economic stability are also examined.

FINANCIAL HISTORY OF THE UNITED STATES † (*Economics 333*). Credit four hours. Prerequisites, *Economics 104* and three hours of American history. Professor O'LEARY.

The development of American financial institutions, problems, and legislation from 1650 through 1940. Monetary media, banking systems and operations, public finance, and certain private financial institutions will be examined against the changing background of the American political and economic system.

PUBLIC FINANCE: RESOURCE ALLOCATION † (*Economics 335*). Credit four hours. Prerequisite, *Economics 104* or consent of instructor. Assistant Professor KILPATRICK.

An analysis of the role of government in allocating resources through taxes, transfer payments, and expenditures. Criteria for evaluation will be developed and applied to specific policies. Attention will focus on the federal government.

TAXATION † (*Agricultural Economics 338*). Credit three hours. Open to upperclassmen who have taken *Economics 104* or the equivalent. Assistant Professor LUYKX.

A study of the principles and practices of public finance, with emphasis on taxation. Among the topics examined are the growth of public expenditures and its causes; historical changes over time in sources of revenue; and property, inheritance, business, and personal income taxation.

MARKETING (*Agricultural Economics 240*). Credit three hours. Professor DARRAH.

A study of how farm products are marketed. Special attention is given to the consumption of farm products, factors that affect consumption, market channels, operation of different marketing agencies, storage, transportation, packaging, product identification, advertising

and promotion, buying, selling, and costs. One all-day and two half-day trips are taken to visit marketing agencies.

ECONOMICS OF WAGES AND EMPLOYMENT † (*Industrial and Labor Relations 241*). Credit three hours. Prerequisite, *Economics 104*. Professor HILDEBRAND and Associate Professor ARONSON.

Analysis of the major characteristics of the labor market. Topics include the labor force, theories of wages and employment, wage-level determination at the firm and industry level, determinants of trade union wage policy, and compatibility of stable prices and full employment, and generally the wage aspects of economic policy.

PRIVATE ENTERPRISE AND PUBLIC POLICY (*Economics 331*). Credit four hours. Prerequisite, *Economics 103-104*.

The approach to public policy in a private enterprise system in the light of the economist's concepts of competition and monopoly. Economic bases for delineating the public and private sectors and the public regulatory function. An analysis and appraisal of the prevalence and effectiveness of competition in the American economy, with particular emphasis on the business organization; the price, production, and marketing policies; and the economic performance of a range of industries characterized by varying degrees of market concentration and governmental intervention.

CORPORATE ENTERPRISE IN THE AMERICAN ECONOMY † (*Economics 355*). Credit three hours. Prerequisite, *Economics 104*. Professor O'LEARY.

An examination of the large American business corporation as an economic institution. Attention is given to the corporation as the dominant device for ordering the allocation and administering the use of economic resources in the United States. Among the topics treated are separation of ownership and management; segments of interest; reinvestment of earnings and the savings-investment process; the impact of taxation on basic decisions; the various types of corporation securities; government regulation; the public-benefit corporation as a special case.

INTERNATIONAL TRADE THEORY AND POLICY † (*Economics 361*). Credit four hours. Prerequisite, *Economics 103-104* or consent of the instructor. Associate Professor VANEK.

Survey of the principles that have served as guides in the formulation of international trade and commercial policies. The evolution of the theory of international trade, principles and practices of commercial policy, problems of regional integration and customs unions, and institutions and practices of state trading will be emphasized.

† Will satisfy the requirement of elective work in economics.

INTERNATIONAL MONETARY THEORY AND POLICY (*Economics 362*). Credit four hours. Prerequisite, Economics 103-104.

Survey of the principles that have served as guides in the formulation of international financial policies. The evolution of the theory of balance of payments adjustment, international monetary standards, the nature of conflicts arising out of the relationship between domestic economic policies and external economic relations, international capital movements, economic aid, international monetary institutions, and proposals for international monetary reforms will be emphasized.

PROCESSES OF ECONOMIC GROWTH AND DEVELOPMENT (*Economics 372*). Credit four hours. Prerequisite, Economics 103-104. Professor MORSE.

A consideration of various contributions made by economists and others to an understanding of how societies grow and undergo institutional change. Quantitative and qualitative processes are distinguished but treated as closely interdependent. The problems and processes of the transition to modernism are contrasted with those of both older and newer societies of various modern types. Some possibilities of combining elements from economics and other fields to form a broad approach to economic development are explored.

ECONOMIC AND BUSINESS HISTORY (*Business and Public Administration 375*). Credit three hours. Limited to seniors who have completed Economics 103-104. Professor HUTCHINS.

A study of the evolution of economic organization and of the role of the business firm therein. Although some attention is given to earlier times, the primary emphasis is on the period since 1750. The analysis of the development of business organization, administration, and policy proceeds in part by means of historical case studies. Attention is paid to the relations between business policies and the rise and fall of firms and industries, and to the interactions of business and public policies. The primary focus is on the United States, but European origins and developments are included when significant.

BUSINESS POLICY AND ECONOMIC INSTABILITY † (*Business and Public Administration 376*). Credit three hours. Open to seniors who have taken Economics 104. Permission of the instructor is required. Assistant Professor MORRISON.

A study of the formulation and administration of national policies to achieve economic stability at high levels of productive employment and of their impact on economic growth and business policy in our private enterprise economy. Particular attention is given to problems posed by the characteristics of business

fluctuations and by the need for adequate guides for action and standards for the appraisal of results. Political and economic pressures, generated by this changing environment to which business policy must adapt, are explored, and their effects in broadening the responsibilities of management are appraised.

COMPETITIVE BEHAVIOR AND PUBLIC POLICY † (*Business and Public Administration 377*). Credit three hours. Open to seniors who have taken Economics 104. Permission of the instructor is required. Professor DE CHAZEAU.

A study of competitive behavior in market structures importantly affected by large corporate units and organized self-interest groups. Particular attention is given to the determination of public interest in the formulation and administration of the law as applied to business policies and business organization.

BUSINESS FORECASTING † (*Business and Public Administration 378*). Credit three hours. Open to seniors and graduate students who have taken Economics 104. Permission of the instructor is required. Assistant Professor MORRISON.

The primary objective is to develop in students the skills and knowledge needed to prepare economic forecasts. Consideration will be given to the forecasting of important general economic indicators such as Gross National Product and its major components, and to the analysis of demand and supply situations in specific industries. Long-term projections of up to thirty years will be considered, as well as the more usual short-term forecasts for a quarter or a year ahead.

TRANSPORTATION † (*Business and Public Administration 575*). Credit three hours. Limited to seniors. Permission of the instructor is required. Prerequisite, Economics 104. Professor HUTCHINS.

A study of American transportation focused on economic organization, public policy, and the rate-making process. The emphasis is on the theory and practice of rate making in an environment complicated by fixed, joint, and common costs, by competition among differing modes of transport, and by complex patterns of regulation. Although primary attention is given to railroad economics and policies, other modes are considered from time to time. Reality is introduced by a considerable use of cases. Among the topics discussed are rates and the location of industry and trade, the theory of rates, the development and current content of United States inland transportation policy, the construction of rate systems, problems in competitive marketing, new types of rates and services, certain detailed problems of regulation, and the complexities of inter-carrier relations within a national transportation system.

† Will satisfy the requirement of elective work in economics.

ENGINEERING

For instruction in the field of hotel, motel, and restaurant engineering, Statler Hall has especially designed and equipped lecture rooms, two drafting rooms, and three especially equipped laboratories, all used exclusively for studying, demonstrating, and testing the mechanical equipment and building components typically used in hotels and restaurants. In addition, Statler Hall and other campus buildings are studied from the viewpoint of physical plant management.

A variety of scale models and prints of many actual building floor plans, guest room arrangements, dining room seatings, and kitchen layouts are utilized in the laboratory work on building construction and operation. Engineering equipment includes fire fighting equipment, vacuum cleaners, full-size bathroom units, plumbing fixtures, pipe fitting equipment, pumps driven by electricity and by steam, a hot water heater, ventilating fan equipment, an oil-fired boiler, motor generator sets, alternating and direct current motors, electric control equipment, wiring devices, meters, illumination equipment, and mechanical refrigeration testing units including compressors, condensers, and refrigeration controls. Scale models of kitchen equipment are also used for developing layouts. Plans and specifications, as well as catalogs, are used for supplementary references in hotel and motel planning.

In hotel engineering, a total of 15 hours is the required minimum consisting of five 3-hour courses. Courses in hotel engineering chosen beyond the 15-total required hours may be counted as Hotel electives. The recommended sequence for continuity of instruction is:

	<i>Fall Term</i>	<i>Spring Term</i>
First Year	H.E. 460 (or H.E. 461)	H.E. 461 (or H.E. 460)
Second Year	H.E. 462	H.E. 463
Third Year	H.E. 261, 263	H.E. 262, 264, 266
Fourth Year	H.E. 265, 267, 466	H.E. 264, 265

FUNDAMENTALS OF HOTEL ENGINEERING (*Hotel Engineering 460*). Credit three hours. Required.

Basic architectural and mechanical drafting with emphasis on freehand sketching. Introduction to food facilities planning and preliminary programing. Interpretation of graphical presentation and technical communication as related to hotel and restaurant problems.

BASIC ENGINEERING MANAGEMENT (*Hotel Engineering 461*). Credit three hours. Required.

An objective study of a variety of technical problems in physical plant management. Introduction to architectural and mechanical building problems with emphasis on economic criteria. Slide rule is used throughout the course.

MECHANICAL AND ELECTRICAL PROBLEMS I AND II (*Hotel Engineering 462-463*). Credit three hours each term. Must be taken in fall-spring sequence. Required.

A detailed study of the mechanical and electrical work involved in commercial physical plant management. Work includes hydraulic principles, water systems, plumbing and piping, heating, refrigeration, air conditioning, electrical equipment theory and practice. Emphasis is on economical solutions to technical problems and coordination of such with architectural, structural and decorating work in hotel and restaurant facilities.

SPECIAL HOTEL EQUIPMENT (*Hotel Engineering 261*). Credit three hours.

Studies of kitchen equipment, planning; laundry machinery, layouts; fire protection; vacuum cleaning; graphic presentation.

WATER SYSTEMS (*Hotel Engineering 262*). Credit three hours.

Plumbing systems and fixtures, water treatment, sewage disposal, pipe fitting, pumping equipment, and their relation to the plumbing code.

STEAM HEATING (*Hotel Engineering 263*). Credit three hours.

Basic principles of heating and ventilating, with practical applications including fuels, boilers, radiators, fans, automatic controls.

ELECTRICAL EQUIPMENT (*Hotel Engineering 264*). Credit three hours.

Electrical theory and practice; equipment and control devices including motors, wiring systems, elevators, rate schedules, illumination.

HOTEL PLANNING (*Hotel Engineering 265*). Credit three hours. Limited to seniors and graduates. Prerequisite: 12 hours of hotel engineering or permission of the instructor.

Design of the layout for a proposed hotel, from feasibility study through plans and specifications, emphasizing site solution, floor plans, guest room layouts, and the selection and arrangement of equipment in all the various departments.

Instruction by Professors Sayles, Broten, and Bangs, Messrs. Chase, Compton, and Assistants.



Engineering management requires a thorough knowledge of graphic communication. Students in hotel administration gain this understanding not only by working with actual building blueprints but also by learning many of the techniques of technical drafting and presentation.

HOTEL STRUCTURES AND MAINTENANCE (*Hotel Engineering 266*). Credit three hours.

Materials and methods of building construction, repair, and maintenance. Emphasis on trade practices, building codes, cost estimation and management responsibility.

REFRIGERATION (*Hotel Engineering 267*). Credit three hours.

Theory and practice of mechanical refrigeration and air conditioning. Typical hotel and

restaurant applications including frozen-food storage.

SEMINAR IN HOTEL ENGINEERING (*Hotel Engineering 466*). Credit three hours. Prerequisite, twelve hours of Hotel Engineering (including either the 400 series or 265, 266). Permission of the instructor required.

A project course examining in depth the problems related to construction, renovation design, and decor of hotel and restaurant physical plants.

FOOD FACILITIES ENGINEERING

In addition to the general facilities of Statler Hall, the instruction in Food Facilities Engineering has assigned for its exclusive use a large drafting room with extra large tables. Extensive catalog files are maintained covering the wide array of food and beverage service equipment. Numerous prints of layouts, specifications, and photographs of actual projects are studied as examples of fundamental design as well as details customarily given on plans. Samples of fabricated equipment in cross-section illustrate preferred construction methods. The kitchens of Statler Hall and of other campus food facilities provide examples of typical applications.

Especially planned courses dealing with mass feeding start with the first stages of development programing and continue through logical sequence into more advanced and detailed work. The student completing each course in this series gains step-by-step the foundation for planning his own food facility.

Course

- F.F.E. 360 Preliminary Programing
- F.F.E. 361 Food Facilities: Analysis, Planning, Design, and Engineering
- F.F.E. 362 Equipment Layout and Design
- F.F.E. 363 Food Facilities Engineering, Specifications, Shop Drawings, and Contract Supervision

Term

- Second to eighth
- Third to eighth
- Fourth, sixth, eighth
- Fifth or seventh

PRELIMINARY PROGRAMING: PROSPECTUS DEVELOPMENT AND PRO-FORMA RESEARCH (*Food Facilities Engineering 360*). Credit two hours. Hotel elective. Associate Professor BANGS.

Lectures deal with first-stage planning, which must be done by the owner or his consultant in the programing for any project of mass feeding. The many factors which must be programed in order to satisfy all principal objectives are outlined: site selection, market analysis, kind of operation, merchandising program, and surveys to determine the wants and needs of patrons to be served. Also included are research studies to resolve menu requirements, plan for the particular type of service to be employed, create desired atmosphere, program functions of personnel, plan maintenance, analyze administrative objectives, and develop the major prospectus. Pro-forma studies and feasibility research round out the over-all coverage of this introductory course.

FOOD FACILITIES: ANALYSIS, PLANNING, DESIGN, AND ENGINEERING (*Food Facilities Engineering 361*). Credit three hours. Hotel elective. Associate Professor BANGS.

Involves both lectures and laboratory work and includes: (1) studies of qualitative and quantitative methods of equipment and systems evaluation to determine the functions thereof and to teach the proper use, care, and maintenance of all principal food production and service facilities; (2) research to evaluate and determine the type, size, capacity, quality, and quantity of all equipment that is to be selected and/or that is to be custom designed and engineered; (3) determination of all factors pertinent to the over-all project such as the architectural, structural, electrical, and mechanical features which must be complied with plus considerations of applicable standards and codes that may affect equipment selection and the food facilities layout; (4) schematic sketch studies of equipment, work

center, departments, and the over-all food production and service facilities in preparation of the preliminary layouts for the development of a master plan. Term project involves research and drawing time to make detailed preliminary equipment layouts with other required descriptive drawings for the equipment to be custom built.

EQUIPMENT: LAYOUTS, DESIGN, AND WORKING DRAWINGS (*Food Facilities Engineering 362*). Credit three hours. Hotel elective.* Prerequisite, Food Facilities Engineering 361 or permission of instructor. Associate Professor BANGS.

Lectures, research, and laboratory work are centered in the student's project thesis. Each student programs, plans, and develops a complete project. This involves study to: (1) research the project program and draw up the prospectus; (2) select and design equipment; (3) develop layout studies and complete the master plan (preliminary renderings); (4) develop working drawings (contract drawings), including equipment and architectural plans, mechanical plans, equipment detail drawings, and equipment schedules which are required for bidding, fabrication, construction, and installation; (5) budget estimate and a review of feasibility studies.

FOOD FACILITIES ENGINEERING: SPECIFICATIONS, SHOP DRAWINGS, AND CONTRACT SUPERVISION (*Food Facilities Engineering 363*). Credit three hours. Hotel elective. Prerequisite, Food Facilities Engineering 362. Associate Professor BANGS.

Lectures, research, and laboratory work include the areas of methods and detailed facilities engineering. This involves studies of general and itemized specifications, bid analysis and awarding of contracts, checking and approving shop drawings, field supervision, inspection, field conferences, punch lists, approval for acceptance of all facilities, and operational instruction.

* This course may be counted as three hours of Hotel Engineering electives.

FOOD AND FOOD SCIENCE

Statler Hall provides excellent facilities for instruction in all aspects of foods; in the purchasing, storage, preparation, and service of food as well as of wines and liquors; and in basic science. Among the facilities are: (1) The "Oscar of the Waldorf" lecture room, a sloping-floor auditorium seating 133, equipped with a laboratory demonstration table, sink, and roll-away range; (2) two elementary food laboratories, each accommodating 20 students and each equipped with 20 stoves and 20 sinks as well as extensive stainless steel work spaces and all necessary mechanical equipment; (3) a 40-place basic chemistry laboratory and a 40-place laboratory for the study of the scientific applications of chemical and physical principles to food production; (4) a lecture demonstration area for instruction in the selection and grading of meats, poultry, and fish; (5) a laboratory for cutting and portioning meats, poultry, and fish, supported by extensive refrigerator and freezer storage units, power equipment, and testing devices; (6) a series of experimental kitchens for the testing of recipes and procedures; (7); an especially designed blast freez-



Every week the food students plan and carry through an elaborate buffet supper for the guests of Statler Inn and the Statler Club. The graceful dolphin ice carving pictured above highlights a display of cold delicacies. The students in the background are arranging hot entrées in silver chafing dishes. This experience enables the students to conduct such affairs with a thorough knowledge of menu planning, purchasing, food production and merchandising, and also of cost control.

ing chamber; and (8) the practice kitchens of the Statler Inn where the students prepare under instruction the food for the various Statler Inn and Statler Club dining rooms, which have seating totaling a thousand.

These kitchens are laid out to function both as quantity food production centers and as training centers for prospective hotelmen and restaurateurs learning food production on a large-quantity basis. The equipment, all of commercial size and of the latest design, duplicated in gas and electricity, is so varied that the student has the opportunity to use and to analyze a wide range of modern kitchen appliances. The student lounge kitchen is designed for the use of students in support of their daily coffee hour and their parties and receptions.

All of these laboratories are for the exclusive use of the School's hotel and restaurant students. They are designed and equipped especially for their particular teaching functions.

Regulation uniform of white coat, apron, and chef's cap is furnished by the student and is required for the first food laboratory.

COMMERCIAL FOOD MANAGEMENT: INTRODUCTION (Hotel Administration 101). Credit three hours. Required. Mr. CHRISTIAN.

Provides an introduction to the fundamentals of commercial food preparation, nutrition, product identification, and storage. Presents the current methods and principles of food production as practiced by the food service industry. Students obtain classroom instructions, demonstrations, and small quantity laboratory practice. Food management experience is obtained by periodically operating the Rathskeller of Statler Inn, where faculty and their guests dine. Phases covered, on a rotating basis, include menu planning, requisitioning, pricing, preparation, serving, sanitation, and performance evaluation.

PURCHASING: FOOD AND EQUIPMENT (Hotel Administration 118). Credit two hours. Hotel elective. Open to juniors and seniors.

Survey of the problems of purchasing meat, fish, poultry, canned products, fresh and frozen produce, dishes, and utilities. Speakers are leading managers and purveyors from the commercial food industry. In addition to lectures and class presentation, careful study is given to the writing of a purchasing manual.

QUANTITY FOOD PREPARATION: MANAGEMENT OF THE OPERATION (Hotel Administration 201). Credit four hours. Required. Prerequisites, Hotel Administration 120, 214, 215, 220. Mr. BOND.

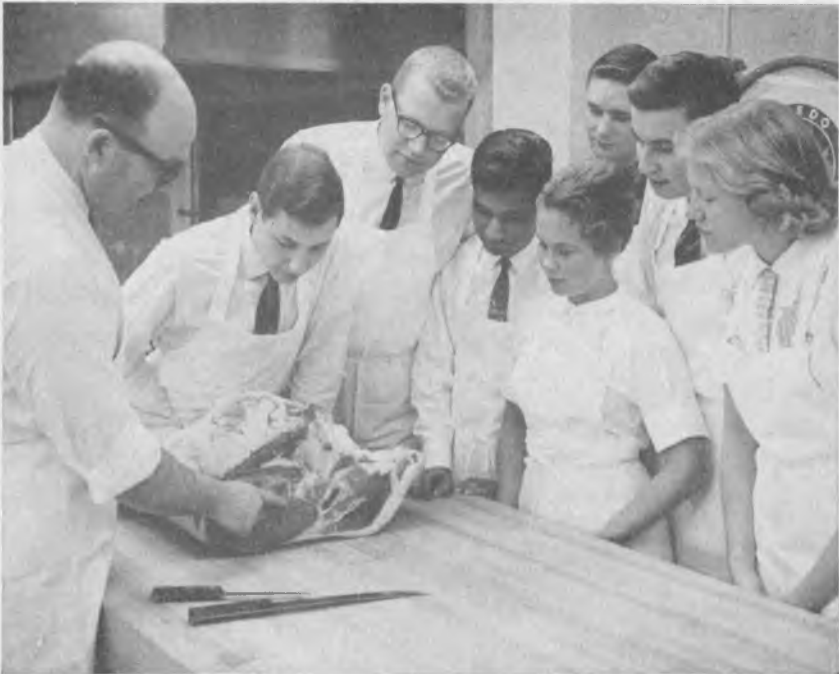
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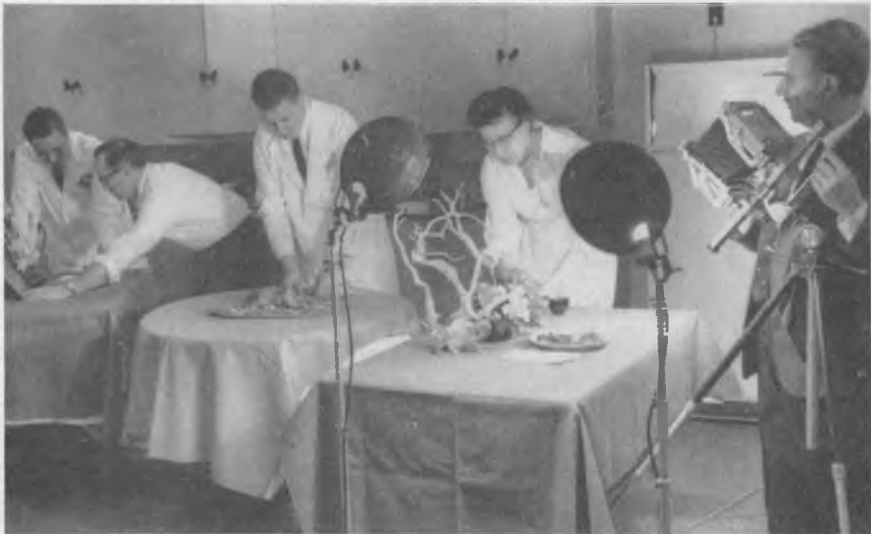
Food service management students test the suitability of equipment and convenience foods for hotel and restaurant use. Quantity food instructors Leslie F. Bond and Vance Christian explain the use of the electric trunnion kettle, the microwave oven, and the rotary oven.



First-year students learn both small and large quantity food preparation and service. In the photograph a group of freshmen serve the dinner prepared by their classmates to Staller Club members in the Rathskeller of Statler Hall.



Professor J. J. Wanderstock points out the marbling in a "U.S. Choice" round of beef to a group of students in his meats laboratory in Statler Hall.



Upperclassmen in the School of Hotel Administration test and develop quantity recipes for the food served in the School's restaurants. Here a group is shown taking full-color pictures to be reproduced with the printed standardized recipes under the direction of Prof. Myrtle Ericson.

Large quantity cooking in the Statler Inn kitchen of luncheons and dinners served to 200 to 350 patrons. The student manager for the week plans the menus, prepares food requisitions, supervises preparation and service, and submits a report and analysis on his operation. Discussion periods review principles and methods applied in laboratory periods. Quality and cost control are emphasized. The use of standardized formulas and techniques in relation to nonstandardized practice is demonstrated. The use of, and present value of, convenience foods is investigated under profit and loss conditions. Sanitary, safe, and economical use of food and of equipment as well as cooking and serving space are stressed.

Students have one meal in the cafeteria on laboratory days.

QUANTITY FOOD PREPARATION: MANAGEMENT OF THE OPERATION (*Hotel Administration 201A*). Credit two hours. Permission of the instructor is required. Mr. BOND.

This course, plus Hotel Administration 202 or 203, may be substituted for Hotel Administration 201 by students who can present evidence of extensive experience in quantity food preparation.

Students have one meal in the cafeteria on laboratory days.

CLASSICAL CUISINE (*Hotel Administration 202*). Credit two hours. Hotel elective. Prerequisite, Hotel Administration 201 or Institution Management 200, 210 or equivalent experience. Professor BERNATSKY.

International hotel cuisine is systematically presented in this course. The correct utilization of the animal carcass and of plant life is demonstrated through the skillful preparation of a great variety of food.

The emphasis is on unusual appetizers, fish, shellfish, other entrees, poultry, and game, with the appropriate garnishing and some exhibition desserts. The student has the opportunity to observe preparation skill in detail, participate, write recipes, watch correct service, and taste the prepared food.

SMORGASBORD (*Hotel Administration 203*). Credit two hours. Hotel elective. Prerequisites, Hotel Administration 220, Quantity Food Preparation 200, 201, 210 or equivalent experience.

The laboratory consists of planning, preparing, and serving the food for a "glorified" buffet or Smorgasbord served each Sunday evening for the Statler Inn dining room to over two hundred patrons.

A SURVEY OF CONVENIENCE FOODS (*Hotel Administration 204*). Credit two hours. Hotel elective. Prerequisites, Hotel Adminis-

tration 101, 214, 215 and permission of the instructor. Mr. CHRISTIAN.

Methods of food preservation are reviewed with special emphasis on the place of prepared foods in the commercial food operation. The student serves, and evaluates prepared hors d'oeuvres, salads, soups, entrees, desserts, and vegetables from the standpoint of quality, cost, and menu adaptability.

INTERNATIONAL HOTEL CUISINE (*Hotel Administration 205*). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor BERNATSKY.

International hotel cuisine is systematically presented. The correct utilization of the animal carcass and of plant life is demonstrated through the skillful preparation of a wide variety of food. The student has the opportunity to observe preparation skill in detail, write recipes, watch correct presentation and service, and taste the prepared food.

MEATS, POULTRY, AND FISH (*Hotel Administration 206*). Credit three hours. Required. Professor WANDERSTOCK.

Deals with the major phases of meats, poultry, and fish from the hotel, restaurant, club, and institutional standpoint; nutritive value, structure and composition, sanitation, selection and purchasing, cutting, freezing, cooking, carving, and miscellaneous topics. Required three-day field trip to visit purveyors in New York City included. Estimated cost for this trip ranges between \$30 and \$40.

CHEMISTRY (*Hotel Administration 214*). Credit five hours. Required. Professor SMITH and staff.

Includes a general study of the laws and concepts of chemistry based upon the common elements and the application of these concepts to food technology.

CHEMISTRY AND ITS APPLICATION TO FOOD PRODUCTS (*Hotel Administration 215*). Credit five hours. Required. Prerequisite, Hotel Administration 214 or equivalent. Professor SMITH and staff.

Basic organic chemistry principles are taught with special emphasis on the chemistry of fats, carbohydrates, proteins, flavorings, pigments, and the role of food additives.

FOOD PREPARATION (*Hotel Administration 220*). Credit three hours. Required. Prerequisites, Hotel Administration 101 or its equivalent; Hotel Administration 206 desirable. Professor ERICSON and Mrs. KELSEY.

An advanced foods course which gives experience in current methods and principles of food preparation, variety and garnish of foods adapted to hotel and restaurant service. Special emphasis is placed on small and large quantity recipe development and testing.

FOOD SELECTION AND PURCHASE (*Institution Management 220*). Credit three hours. Hotel elective. Open to juniors and seniors. Permission of instructor required. Assistant Professor CONNELLY.

A discussion of sources, standards of quality, grades, methods of purchase, care, and storage of various classes of food. A one-day trip will be included. Estimated cost, \$4.

SANITATION IN THE FOOD SERVICE OPERATION (*Hotel Administration 221*). Credit one hour. Hotel elective. Mr. BOND and Professor WHITE.

The causes and prevention of food poisoning are stressed. Included are the aesthetic, moral, and legal responsibilities involved in presenting sanitary food to patrons as well as the profit and loss factors.

FOOD PRESERVATION * (*Hotel Administration 226*). Credit two hours. Hotel elective. Covers the general principles of food preservation; drying and dehydration of foods; refrigeration above and below freezing; pasteurization; canning; fermentation; salting and pickling; smoking and curing; food preservation with chemical additives and with radiation.

CATERING FOR SPECIAL FUNCTIONS (*Hotel Administration 254*). Credit two hours. Hotel elective. Professor BERNATSKY.

The systematic presentation of catering to special functions. Emphasis is placed on maximum sales potential through use of existing facilities. Lectures and demonstrations on banquet layout, menus, service, and sales.

FOOD AND BEVERAGE MERCHANDISING (*Hotel Administration 122*). Credit two hours. Hotel elective. Open to upperclassmen and graduates.

Menu development and pricing which includes menu construction, establishing merchandising policy, setting and maintaining standards, and beverage merchandising. Also, covered are product development, selling and handling catering and function business, merchandising techniques and policy, and promotion of beverage sales.

COMMERCIAL AIRLINE FEEDING * (*Hotel Administration 123*). Credit one hour. Hotel elective.

A survey of a growing and important segment of the food service industry. Goes beyond in-flight food service, covering customer service, reservation-terminal and in-flight service, airline sales promotion, and a comparison of domestic and international airline operations.

MENU PLANNING * (*Hotel Administration 124*). Credit one hour. Hotel elective.

Principles of menu planning for hotels, restaurants, clubs, and institutional service, with emphasis on history and development, types and uses, format and organization, and pricing aspects.

SPECIAL PROBLEMS IN FOOD (*Hotel Administration 353*). Spring term. Credit one hour. Permission of instructors required. Prerequisites, Hotel Administration 120, 220, 206, 214, 215, and 201. Professors ERICSON and WANDERSTOCK.

A seminar course for upperclassmen and graduate students designed to examine in detail various aspects of food and food service in hotels, restaurants, clubs, and institutions.

GENERAL BACTERIOLOGY (*Bacteriology 101*). Credit six hours. Hotel elective. Prerequisite, Chemistry 102 or Hotel Administration 215. Professor SEELEY and assistants.

An introductory course; a general survey of the field of bacteriology, with the fundamentals essential to further work in the subject.

GENERAL BIOLOGY (*Biology 101*). Throughout the year. Credit three hours a term. Assistant Professor HALL.

Designed to acquaint students majoring within or outside the animal and plant sciences with the established principles of biology, and with the body of research that led to the formulation of these principles.

HUMAN NUTRITION (*Food and Nutrition 192*). Credit three hours. Hotel elective. Planned for students not enrolled in the College of Home Economics who have had no previous college course in human nutrition. Associate Professor GIFFT.

A study of the nutrients essential to human life and well-being, their functions in metabolism and their sources in food. The application of this information to the significant relationship between food habits and health.

HUMAN PHYSIOLOGY (*Zoology 242*). Credit three hours. Prerequisite, a previous course, in either college or high school, in biology and chemistry. Assistant Professor REEVES.

An analysis of the functions of the human body. This survey will include blood and the circulatory system, nerve, muscle, kidney, respiratory system, digestive tract, endocrine and reproductive organs, central nervous system, and the organs of the special senses. Emphasis will be placed on interaction of systems and regulatory mechanisms.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

HANDLING AND MARKETING OF VEGETABLES (*Vegetable Crops 212*). Credit three hours. Hotel elective. Professor HARTMAN.

The handling of vegetables from harvest, whether for fresh market or processing, through the marketing channels to the consumer; personnel, facilities, machinery, and organization of the industry; quality measurements and grade standards; federal, state, and other regulations; principles and practices in precooling, storage, packaging, prepackaging, other types of handling.

ECONOMIC FRUITS OF THE WORLD *

(*Pomology 301*). Credit three hours. Hotel elective. Professor SMOCK.

A study of all species of fruit-bearing plants of economic importance, such as the date, the banana, the citrus fruits, the nut-bearing trees, and the newly introduced fruits, with special reference to their cultural requirements in the United States and its insular possessions. All fruits not considered in other courses are considered here. Designed to give a broad view of world pomology and its relationship with the fruit industry of New York State.

HOSPITAL ADMINISTRATION

Students enrolled in the School of Hotel Administration who look forward to working in the hospital field may enroll in courses offered in Cornell's Sloan Institute of Hospital Administration, which is supported by a grant of \$750,000 from the Alfred P. Sloan Foundation. Complete details of the courses are given in the *Announcement of the Graduate School of Business and Public Administration*.

HOUSEKEEPING

HOTEL HOUSEKEEPING * (*Textiles 104a*). Credit one hour. Hotel elective. Open to upperclassmen.

An outline of the responsibilities and techniques of the housekeeping department; the selection and purchase of equipment and materials; the selection, training, and supervision of department personnel.

INTERIOR DESIGN FOR HOTELS * (*Housing and Design 130*). Credit two hours. Hotel elective. Associate Professor MILLICAN.

(For course description, see Administration, page 14.)

TEXTILES FURNISHINGS (*Textiles 370*).*

Credit three hours. Hotel elective. Professor STOUT and Associate Professor WHITE.

Brief survey of world trade conditions and influence on textiles supplies and markets. United States textile fibers, classification, and general properties. Types and qualities of widely used textile furnishings such as blankets, sheets, table linen, mattresses, rugs, drapery, upholstery fabrics, and curtains. Methods of manufacture and marketing specific to the production and distribution of these articles.

Specifications, standards, and federal and state legislation pertaining to their sale and use. Relation of fiber, finish, and processing to price, specific end-use, and maintenance.

LANGUAGE AND COMMUNICATION

An extensive variety of courses in the art of communication, in English composition, in public speaking, in the fluent use of foreign languages, and in the literature of the English and other languages, is open to election by hotel students. Space for the description of only a few of them is available here. Full details regarding the others will be found in the *Announcement of the College of Arts and Sciences*. Particularly noteworthy for the hotel student are the very effective conversational-method courses in modern languages. Six semester hours of foreign languages may be counted among the required hotel electives.

INTRODUCTORY COURSES IN READING AND WRITING (*English 111-112*). Throughout the year. Credit three hours a term. Required. English 111 is prerequisite to 112. Associate Professor McCONKEY and others. Practice in writing. Careful study of works by a small number of modern writers.

ORAL AND WRITTEN EXPRESSION (*Extension Teaching 100*). Credit two hours. Accepted for required expression. Open to juniors and seniors. Associate Professors FREEMAN and MARTIN and staff.

Practice in oral and written presentation of topics in agriculture and other fields, with

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

criticism and individual appointments on the technique of public speech. Designed to encourage interest in public affairs, and, through demonstrations and the use of graphic material and other forms, to train for effective self-expression in public. Special training is given to competitors for the Eastman prizes for public speaking and in the Rice Debate contest.

ORAL AND WRITTEN EXPRESSION (*Extension Teaching 101*). Credit two hours. Accepted for required expression. Prerequisite, Extension Teaching 101, of which 102 is a continuation. Professor PEABODY and Associate Professor FREEMAN.

A part of the work consists of a study of parliamentary practice.

PUBLIC SPEAKING (*Speech and Drama 201*). Credit three hours. Accepted for required expression. Not open to freshmen, or to students who have taken Speech and Drama 103 or 105. Professor WILSON and others.

Designed to help the student communicate his convictions and ideas effectively in oral discourse. Study of basic principles of expository and persuasive speaking with emphasis on selecting, evaluating, and organizing of materials, and on simplicity and directness in style and delivery. Practice in preparation and delivery of speeches on current issues, in reading aloud, and in chairmanship; study of examples; conferences.

The services of the Speech Clinic are available to those students who need remedial exercises. Students whose native language is not English must obtain special clearance from the Department of Speech and Drama before registering.

THE TWENTIETH CENTURY (*English 225-226*). Throughout the year. Credit three hours a term. First term not prerequisite to the second. Assistant Professor READ. British and American writers. Fall term: Dreiser, O'Neill, Joyce, Yeats, Lawrence, Forster, and

others. Spring term: Frost, Eliot, Auden, Huxley, Waugh, Hemingway, Faulkner, and others.

THE AMERICAN LITERARY HERITAGE (*English 229-230*). Throughout the year. Credit three hours a term. Open to freshmen who have completed English 113 or exempted English 112. Professor ELIAS and others.

A study of American literary masterpieces, together with certain British works chosen because of their relevance to American writing. First term: to the Civil War. Second term: the past hundred years.

The mastery of a foreign language is a mark of a well-educated man or woman. For the hotelman a second language is particularly desirable.

At Cornell the foreign languages are taught by modern methods that place special emphasis on speaking and understanding the spoken language. The daily classes are kept small. Native speakers and playback machines are extensively used.

FRENCH, ELEMENTARY COURSE (*French 101*). Credit six hours.

GERMAN, ELEMENTARY COURSE (*German 101*). Credit six hours.

ITALIAN, ELEMENTARY COURSE (*Italian 101*). Credit six hours.

JAPANESE, ELEMENTARY COURSE (*Japanese 101*). Credit six hours.

PORTUGUESE, ELEMENTARY COURSE (*Portuguese 101*). Credit six hours.

RUSSIAN, ELEMENTARY COURSE (*Russian 101*). Credit six hours.

SPANISH, ELEMENTARY COURSE (*Spanish 101*). Credit six hours.

COURSES OF CULTURAL VALUE

The professional courses required in the curriculum of the School of Hotel Administration have much of general educational value. Students of the School have open to them, in addition, literally hundreds of courses in other colleges of the University whose value to them would be principally cultural. Thus, a student taking full advantage of his free elective courses may have half of his program (60 hours of the required 120 hours) in general education.

Hotel students are encouraged to take full advantage of their opportunities and to acquaint themselves with other disciplines. It is not practical to list all the offerings from which they might select, but, to assist the student in making the beginning contact, the descriptions of a few of the more popular introductory courses are given below:

STUDIES IN MODERN LITERATURE (*English 485*). Four hours.

SPECIAL FORMS OF WRITING (*English 203*). Three hours.

AMERICAN GOVERNMENT (*Government 101*). Three hours.

INTRODUCTION TO WESTERN CIVILIZATION (*History 101-102*). Three hours each term.

AMERICAN HISTORY (*History 315-316*). Three hours each term.

THE AMERICAN LITERARY HERITAGE (*English 229-230*). Three hours each term.

INTRODUCTION TO PHILOSOPHY (*Philosophy 101*). Three hours.

DEVELOPMENT OF AMERICAN IDEALS (*Industrial and Labor Relations 408-409*). Three hours each term.

NEWS WRITING (*Extension Teaching and Information 310*). Two hours.

WRITING FOR MAGAZINES (*Extension Teaching and Information 313*). Three hours.

RADIO BROADCASTING AND TELECASTING (*Extension Teaching and Information 220*). Three hours.

TELEVISION PRODUCTION AND PROGRAMING (*Extension Teaching and Information 422*). Two hours.

PRINCIPLES OF FLOWER ARRANGEMENT (*Floriculture and Ornamental Horticulture 105*). Two hours.

HISTORY OF ARCHITECTURE (*Architecture 400*). Three hours.

MILITARY TRAINING

As a land grant institution chartered under the Morrill Act of 1862, Cornell has offered instruction in military science for more than ninety years. This instruction is provided through the ROTC programs of the three military departments, the Army, the Navy, and the Air Force.

The ROTC programs offer a male student the opportunity to earn a commission while he is completing his education, thus enabling him to fulfill his military commitment as an officer rather than through the draft. To obtain a commission in one of the armed services, a student must complete a four-year course of study in an ROTC program and meet certain physical and mental requirements. Upon graduation, he then receives a commission and serves a required tour of active military service. Participation in ROTC is voluntary. Interested students must enroll in the *fall term of the freshman year*, since four years of ROTC are required to qualify for a commission. Detailed information concerning the ROTC programs is provided in a separate Announcement, *Military Training at Cornell*.

PHYSICAL EDUCATION AND ATHLETICS

The distinctive feature of athletics and physical education at Cornell is the de-emphasis of the spectator sports like big-time varsity football, and the emphasis of participation by the average student in all-around varsity and intramural sports. Objective is to get every student into an athletic activity of some sort rather than to develop a small group of varsity athletes.

All undergraduates must take four terms of work in physical education. Ordinarily, the requirement must be completed in the first two years of residence; postponements are to be allowed only by consent of the University Faculty Committee on Requirements for Graduation. The requirement in physical education is described in further detail in the *Announcement of General Information*. The courses offered are described in publications made available to students by the Department of Physical Education.

Cornell supports an unusually wide range of intercollegiate sports, twenty-nine in all, five more than the average Ivy League institution and twice as many as most state institutions. Cornell furnishes the equipment and uniforms for these teams and provides the supervision, the coaches, the officials, the playing fields, and the travel expense. But comprehensive as is the intercollegiate activity, it is completely overshadowed by the less formal, but more interesting and healthful, intramural program. Under this program 1,556 contests in twenty sports among 651 teams organized into 65 leagues were held during the fall, winter, and spring of 1963-1964. Over 10,000 participants were involved. This extensive intramural program brings hundreds of students onto the playing fields every afternoon where the emphasis is less on the score than on having wholesome fun and exercise out of doors.

Hotel students field a number of teams for intercollege competition on the campus, and most of them as individuals appear at one time or another on interfraternity or interdormitory teams.

STUDENT ACTIVITIES

STUDENTS enrolled in the four-year course in hotel administration are members of the Cornell University undergraduate body. As such they participate in all the customary student activities; they represent the University on athletic teams, are members of the musical clubs, are cadet officers in the three Reserve Officers Training Corps, and hold office on the boards of student publications. They are eligible to membership in the social fraternities and in the appropriate honorary fraternities.

Hotel students also conduct among themselves a number of special enterprises in addition to those of the University as a whole. Every student is eligible to membership in the Cornell Hotel Association. By student election, upperclassmen who distinguish themselves in student projects win membership in Ye Hosts, the recognition organization. Ye Hosts act as a reception committee for the new students and for visiting hotelmen.

Under the auspices of the Cornell Hotel Association informal teams are organized to represent the School in intramural sports, a predominant feature of Cornell athletic activity. The Association is responsible for the annual Hotel Ezra Cornell, a project in connection with which the students organize and finance a hotel operating company, take over Statler Hall, and open and run it as a hotel with all the appropriate ceremony. They organize without faculty assistance a regular three-day convention program, including symposiums, workshops, and addresses with an appropriate concomitant array of social events. receptions, breakfasts, luncheons, buffets, cocktail parties, and dinners, for which all the planning, preparation, and service are student projects executed with the greatest finesse. In attendance are the presidents of the leading group hotel and restaurant organizations; and the chief executives, operators and managers of hotels, restaurants, and institutions of all types.

Each year a group of upperclassmen attends the convention of the New York State Hotel Association, visits the National Hotel Exposition, and makes a tour of inspection of metropolitan hotels. Groups also attend the National Restaurant Exposition in Chicago, the Midwest Hotel Exposition in Chicago, and the New England Hotel Exposition in Boston. The students participate in social functions associated with the conventions. With the alumni organization, the Cornell Society of Hotelmen, they entertain at smokers and receptions the hotelmen who are attending the conventions.

A chapter of the Junior Hotelmen of America and junior chapters of Les Amis d'Escoffier and the Hotel Sales Management Association have been established in the student body.

Hotel students participate in the intercollegiate matches of the Ivy League in all major and minor sports. Equally attractive to most students is Cornell's



Hazards of the 6th hole on the 18-hole golf course.



Winter drill for the crew in Teagle Hall.

outstanding intramural athletic program. The School of Hotel Administration fields teams in all major sports.



Captain Ray Ratkowski, Hotel '64, arches backward to flick in a layup shot in a basketball game.



Cornell fencing coach Raoul Sudre (Hotel '60) demonstrates parrying and riposte to his class. In 1960 he was all-American fencer of the year.



PLACEMENT SERVICE

MORE and more employers are seeking young people with specific training, experience, and interest. In cooperation with the Cornell Society of Hotelmen the office of the School maintains an active and aggressive placement service to assist students in obtaining hotel jobs during the summer and to assist graduates in making contacts for permanent positions. A feature of the placement work is the development, through the annual Hotel Ezra Cornell opening and the attendance at hotel conventions and similar functions, of numerous contacts between students and hotelmen. As a result, the students and graduates have an extensive acquaintance among prospective employers.

A number of hotel and restaurant organizations offer "internship" or "trainee" programs to the members of the junior and senior classes. While the details vary among the organizations, all the programs contemplate a year or more of training with experience in all the departments and with supplemental instruction. In some cases no commitment is made by the employer or the trainee beyond the period of training. In others, more definite arrangements are made. Cooperating organizations have included Hilton Hotels, Hotel Corporation of America, Sheraton Hotels, Intercontinental Hotels, Stouffer's, Hot Shoppes, ARA-Slater, and Saga Food Service.

The School and its work are known to all important hotel and restaurant men. Many of these men contribute instruction either directly or through members of their staffs. Consequently, Cornell hotel graduates have been well received in the industry. Many of the graduates have themselves already attained posts of sufficient importance to enable them to place some of their younger associates. All these helpful contacts and the accomplishments of the graduates have contributed to the placement record of the School: over 98 per cent employment of graduates throughout its history, including the depression years. Every graduate every year has had a place open to him on graduation.

A recent survey of the earnings of the graduates of the School indicates that their financial success is high in comparison both with that of the noncollege graduate in the hotel field and with that of college graduates in many other fields where a degree is required. The average salary reported was \$14,500. The average among those out about a year is \$7,200. Salaries reported range to over \$100,000.

The first Cornell hotel class was graduated in 1925 with eleven members. On July 15, 1964, there were 2,296 living graduates. Cornell graduates have given extensive leadership to their chosen profession. Henry A. Montague '34 is the Chairman of the Board of the National Restaurant Association; Roy Watson, Jr. '48 is the President of the American Hotel & Motel Association; William MacKinnon '43 is President of the Venezuela Hotel Association; Louis E. Rogers '52 is President of the Hotel Sales Management Association; and Theodore W. Minah '32 is President of the National College and University Food Services. Many of them are presidents of the respective state hotel and restaurant associations.

Students learn the practical side of banquet management through carefully planned stages: waiter, captain, banquet manager, and ultimately catering manager. Promotion is by merit. Here a student banquet manager briefs other hotel students in the service of a banquet held in the Statler ballroom for 500 persons, sponsored by the Ithaca Chamber of Commerce to honor President Perkins of Cornell.

Similarly it will be noted that Cornell graduates are in highly responsible business positions with the large hotel groups: C. A. Bell, Jr. '49 is Vice President of Administration of Hilton Hotels International; J. P. Binns '28 is Managing Director of the New York Hilton and Senior Vice President of Hilton Hotels; J. Frank Birdsall, Jr., '35 is President of Treadway Inns; D. A. Boss '43 is Secretary of the Boss Hotels; R. M. Brush '34 is Senior Vice President of the Sheraton Hotels Corporation; H. L. Dayton '28 is President and General Manager of the Dayton Hotels; P. R. Handlery '43 is President of Handlery Hotels; L. P. Himmelman '33 is Vice President of Western Hotels; R. E. Holtzman '41 is President of the Sheraton-Hawaii Corporation; Allen Hubsch '51 is Food and Beverage Manager of Western International Hotels de Mexico; J. W. Keithan '50 is Purchasing Agent of Western Hotels, Inc.; L. H. Lee '30 is President of the Lee Hotel Company; K. E. Mallory '52 is General Manager of Western International Hotels de Mexico; A. B. Merrick '30 is President of the Roger Smith Hotels; Curt Strand '43 is Vice President of Hilton Hotels International; J. B. Temple '38 is Vice President in Charge of Operations of Holiday Inns; M. C. Warfel '33 is Vice President of Food and Beverage Operations for the Sheraton Hotels Corporation; and Roy Watson, Jr. '48 is President of the Kahler Corporation.

Many of the country's noted individual hotels are also managed by Cornellians. In New York City, the Pierre is managed by John Slack '26 and the St. Moritz, by J. N. Mados '49. Other well-known hotels include the Chicago Ambassadors managed by John Bogardus '49; the Greenbrier, by E. T. Wright '34; the Wentworth-by-the-Sea, by J. B. Smith '31; the Cloister, by Irving Harned '35; Grossinger's, by Paul Grossinger '36; the Chase-Park Plaza in St. Louis by Lee Schoenbrunn '40; the Muehlebach, by Philip Pistilli '54; and the El Ponce Intercontinental, by Axel Hochkoeppler '55.

Even many foreign hotels have Cornellian management: the Amsterdam and the Rotterdam Hilton hotels; the Dome, Kyrenia; the Residency, Pretoria; the Hanko, Fredrikstad; the Schweizerhof, St. Moritz; the Imperial and the Shiba Park, Tokyo; the El Mansour, Casablanca; The Intercontinental, Singapore; the Imperial, New Delhi; and the Indonesia, Djakarta.

In the restaurant field it is the same, with Cornellians active in the management of such multi-unit operations as Restaurant Associates, Hot Shoppes, Marshall Field restaurants, and Pope Cafeterias. The president of the Prophet Company and the vice presidents of Slater, Interstate HOSTS, and Automatic Canteen, four of the largest industrial feeders, are Cornellians. Important hospitals, such as the Memorial Center for Cancer and Allied Diseases, are under Cornellians' administration. College residence halls and dining facilities under Cornellians' direction include those at Brown, Cornell, California, Duke, Harvard, Princeton, University of Hawaii, Ohio State, Fordham, and University of Illinois. The contribution of Cornell Hotel alumni to allied fields is also outstanding.

HOTELS

Northeast

Bacon, R. H. '34, Manager, The Flanders, Ocean City, New Jersey
 Baker, Miss V. L. '47, Acting General Manager, Hotel Barclay, New York City
 Banta, J. S. '43, Manager, The Colony, Kennebunkport, Maine
 Bantuanis, G. M. '51, President and Managing Director, Hotel Gould, Seneca Falls, New York
 Barnard, C. C. '50, Manager, Hotel Augustan, Cobleskill, New York

- Barnes, H. H. '58, Auditor, Treadway Inns Corporation, New York City
 Battles, K. P. '49, Owner-Manager, Sea Crest Hotel, Falmouth, Massachusetts
 Beach, D. E. '42, Owner-Manager, Woodstock Inn, Woodstock, Vermont
 Behringer, G. F. '34, Owner-Manager, Shelter Island House, Shelter Island Heights, New York
 Bell, C. A. '49, Vice President, Hilton Hotels International, New York City
 Bevier, R. H. '32, Manager, Baker Hotel, Chautauqua, New York
 Biles, D. M. '52, Resident Manager, Skytop Lodge, Skytop, Pennsylvania
 Binns, J. P. '28, Senior Vice President, Hilton Hotels Corporation and Managing Director, The New York Hilton, New York City
 Birdsall, J. F., Jr. '35, President, Treadway Inns Corporation, New York City
 Blair, E. N. '57, Food and Beverage Director, Hotel Kenmore, Boston, Massachusetts
 Brush, R. M. '34, Senior Vice President, Sheraton Corporation of America, Boston, Massachusetts
 Buzby, G. H. '45, Vice President, Hotel Dennis, Atlantic City, New Jersey
 Buzby, W. J., II '49, Secretary-Treasurer, Hotel Dennis, Atlantic City, New Jersey
 Coats, C. C. '33, Owner-Manager, Sherwood Inn, Skaneateles, New York
 Convery, L. P. '56, Assistant Manager, Harborside Inn, Edgartown, Massachusetts
 Crandall, J. M. '25, Vice President and General Manager, Pocono Manor Inn, Pocono Manor, Pennsylvania
 Crisanti, J. S., Jr. '56, Manager, Osprey Hotel, Manasquan, New Jersey
 Crockett, G. W. '58, Resident Manager, Migis Lodge, South Casco, Maine
 Dacser, A. '33, Owner-Manager, American Hotel, Freehold, New Jersey
 Ditcheos, J. '53, Proprietor, Old Hights Hotel, Hightstown, New Jersey
 Dodge, J. B. '57, Co-owner, Manager, Mountain View House, Whitefield, New Hampshire
 Dreier, F. '37, President, Dreier Hotels, New York City
 Duffy, C., III '34, Owner-Manager-President, Hotel Edison, Sunbury, Pennsylvania
 Dwyer, W. L. '50, Owner-Manager, Colgate Inn, Hamilton, New York
 Ebdon, G. H. '59, Owner-Operator, Hampton Inn, Westhampton Beach, New York
 Evatt, F. G., Jr. '34, Owner-Manager, Peacock Inn, Princeton, New Jersey
 Eydt, F. J. '52, Secretary-Treasurer, Treadway Inn Corporation, New York City
 Fahey, J. S. '56, Partner, Wayfarer Inns, Rhinebeck, New York
 Firey, M. J., Jr. '28, Owner-Manager, Congress Hotel, Baltimore, Maryland
 Fisher, F. X. '54, Assistant to General Manager, The Biltmore, New York City
 Fite, R. S. '50, Manager, Colonial Hotel, Cape May, New Jersey
 Frees, G. W. '38, Director of Sales and Catering, Essex House, New York City
 Fuller, J. D. '29, Vice President, Hotel Management Division, Bing & Bing, Inc., New York City
 Gerhardt, R. A. '56, Innkeeper, Alden Park Inn, Philadelphia, Pennsylvania
 Gilson, E. W. '42, Manager-Owner, Jefferson Hotel, Watkins Glen, New York
 Goff, J. E. '39, Manager, Treadway Inn, Rochester, New York
 Gorman, T. H., Jr. '49, General Manager, Manger DeWitt Clinton Hotel, Albany, New York
 Gorman, W. P. '33, General Manager, Sheraton Hotel, Rochester, New York
 Grossinger, P. L. '36, Executive Vice President, Managing Director, Grossinger's, Grossinger, New York
 Gurney, F. H. '46, Northeast Division Manager, Sheraton Corporation of America, Boston, Massachusetts
 Hall, S. S. J. '56, Field Engineer, Sheraton Corporation of America, Boston, Massachusetts
 Harney, J. D. '56, Manager, White Hart Inn, Salisbury, Connecticut
 Harvey, P. V. '55, Proprietor, Buckingham Hotel, Avon, New Jersey
 Healy, J. G. '47, Manager, Hotel Syracuse Country House and Northway Inn, Syracuse, New York
 Heller, Mrs. N. '53, Director, Boston Reservation Office, Sheraton Hotels, Boston, Massachusetts
 Hendershot, J. C. '59, Owner, Lake Lenape Lodge, Andover, New Jersey
 Hermann, Walter '52, General Manager, Statler Inn, Ithaca, New York
 Hubbsch, A. W. '51, Food and Beverage Director, Hotel Corporation of America, Boston, Massachusetts
 Irving, F. J. '35, Vice President, Treadway Inns, New York City
 Jackson, H. S., Jr. '32, Owner, Asbury Carlton Hotel, Asbury Park, New Jersey
 Jacob, R. M. '47, Manager, Hotel Traymore, Atlantic City, New Jersey
 Jaeckel, D. G. '56, Resident-Manager, Roger Smith Hotel, Stamford, Connecticut
 Johnson, J. L. '39, Manager, Hotel Lenhart, Bemus Point, New York
 Karlin, M. B. '57, Assistant Manager, Hotel Penn Shady, Pittsburgh, Pennsylvania
 Keenan, Miss L. '46, Assistant to President, Intercontinental Hotels Corporation, New York City
 Kenyon, B. P. '56, Manager, Roaring Brook Resort Ranch, Lake George, New York
 King, F. M., Jr. '34, Innkeeper, Harbor View Hotel, Edgartown, Massachusetts
 Koopmann, N. P. '53, Innkeeper, Treadway Inn, Lebanon, Pennsylvania

- LaForge, C. A., Jr. '57, President, Wayfarer Inns, Rhinebeck, New York
 Mace, Mrs. H. L. '58, Assistant Manager, Lookout Hotel, Ogunquit, Maine
 Mados, J. N. '49, Vice President and General Manager, St. Moritz Hotel, New York City
 Malamut, G. P. '54, Vice President, Hotel Shelburne, Atlantic City, New Jersey
 Malamut, L. '49, Vice President, Hotel Shelburne, Atlantic City, New Jersey
 McWilliams, J. W. '53, Owner-Manager, Bromley House, Peru, Vermont
 Merrick, A. B. '30, President, Roger Smith Hotels, New York City
 Mino, R. G. '50, Executive Assistant Manager, Drake Hotel, New York City
 Mitroff, A. P. '42, President and Managing Director, Brandon Inn, Brandon, Vermont
 Molter, R. '56, General Manager, Military Park Hotel, Newark, New Jersey
 Morris, A. E. '31, Proprietor-Manager, American Hotel, Bethlehem, Pennsylvania
 Murray, A. B. '48, Assistant General Manager, Hotel Pierre, New York City
 Nicholas, N. A. '57, General Manager, Rex Hotel, New York City
 Parmele, E. C. '59, Assistant Director of Furnishings, Schine Hotels, New York City
 Pfursich, M. E. '53, Sales Manager, New York City Office, Americana of San Juan
 Pickel, R. D. '40, Manager, Agency Sales, Intercontinental Hotels Corporation, New York City
 Potter, J. E. '54, General Auditor, Intercontinental Hotels Corporation, New York City
 Pottle, G. W. '41, Owner-Manager, The Shoreham, Spring Lake, New Jersey
 Ranchil, K. A. '49, Innkeeper, Treadway Inn, Niagara Falls, New York
 Saeger, E. J. '51, Owner-Manager, Saeger's Edison Hotel, Rochester, New York
 Shearn, W. G. '57, Assistant Manager, Essex House, New York City
 Shinnen, H. I. '34, Owner-Manager, Onawa Lodge, Mountain Home, Pennsylvania
 Sinclair, J. G. '48, Manager, Roger Smith Hotel, White Plains, New York
 Slack, J. L. '26, Manager, Hotel Pierre, New York City
 Smith, J. B. '31, President, Wentworth-by-the-Sea, Portsmouth, New Hampshire
 Sonnabend, P. N. '50, Vice President, Hotel Operations, Hotel Corporation of America, Boston, Massachusetts
 Speirs, R. E. '59, Director of Sales, Sheraton-Atlantic Hotel, New York City
 Stephen, W. J. '58, Owner-Manager, The Homestead, Greenwich, Connecticut
 Stitzer, C. W. '42, Owner-Manager, Madison Hotel, Atlantic City, New Jersey
 Strand, C. R. '43, Vice President-General Manager, Hilton Hotels International, New York City
 Taber, W. A. '59, Executive Assistant Manager, Sheraton Syracuse Inn, Syracuse, New York
 Tewey, J. F. '49, General Manager, King's Arrow Inn, Claremont, New Hampshire
 Traub, G. F. '31, Owner-Manager, Alexander Hamilton Inn, Clinton, New York
 Trolley, G. C. '39, General Manager, The Wentworth-by-the-Sea, Portsmouth, New Hampshire
 Van Duzer, W. H., Jr. '43, Owner-Operator, Prince Hotel, Tunkhannock, Pennsylvania
 Walker, D. C. '57, Sales Manager, Holiday Inn, New York City
 Warfel, M. C. '33, Vice President and Head, Food and Beverage Department, Sheraton Hotels Corporation, Boston, Massachusetts
 Whitman, F. C. '40, Owner-Manager, Penn Grove Hotel, Grove City, Pennsylvania; Silvermine Tavern, Norwalk, Connecticut
 Wright, Miss M. R. '45, Innkeeper, Treadway Inn, Batavia, New York
 Young, A. W., Jr. '52, Manager, Harborside Inn, Edgartown, Massachusetts
 Zugger, R. A. '58, Assistant Manager, Hilton Inn, Tarrytown, New York

Southeast

- Banta, J. S. '43, Manager, The Colony, Delray Beach, Florida
 Batchelder, W. P. '34, Manager, Williamsburg Lodge, Williamsburg, Virginia
 Beach, D. E. '42, Owner, Delray Beach Hotel, Delray Beach, Florida
 Bearce, J. R. '52, Director of Sales and Assistant General Manager, Key Biscayne Hotel & Villas, Miami, Florida
 Bond, W. '40, Owner-Manager, Pennsylvania Hotel, St. Petersburg, Florida
 Bright, T. M. '27, Owner, Town House, Birmingham, Alabama
 Buddenhagen, A. E. '27, Vice-President and General Manager, Hotel Sir Walter Raleigh, Raleigh, North Carolina
 Carr, C. H., Jr. '49, General Manager, Floridan Hotel, Tampa, Florida
 Clark, D. F. '54, General Manager, Daytona Plaza Hotel, Daytona Beach, Florida
 Cole, J. W. '30, Vice President, Carolina Division, Jack Tar Hotels; Vice President and General Manager, Francis Marion Hotel, Charleston, South Carolina
 Coley, W. S., Jr. '51, Assistant Manager, The Greenbrier, White Sulphur Springs, West Virginia
 Craver, J. F. '52, Assistant General Manager, Mayflower Hotel, Washington, D. C.

- Dayton, H. L. '28, President-General Manager, Howard Dayton Hotels, Daytona Beach, Florida
 Deveau, T. C., Jr. '58, General Manager, Sheraton-Barringer Inn, Charlotte, North Carolina
 Dunn, R. E. '48, Manager, Gasparilla Inn & Cottages, Boca Grande, Florida
 Folsom, W. J., Jr. '45, General Manager, Pershing Hotel, Atlanta, Georgia
 Gore, J. A. '42, General Manager, Governors Club Hotel, Fort Lauderdale, Florida
 Grady, D. B. '43, General Manager, Jack Tar Grove Park Inn & Motor Lodge, Asheville, North Carolina
 Hall, R. R. '49, Manager, Hermitage Hotel, Nashville, Tennessee
 Hankoff, T. B. '43, Managing Director, Sherry Frontenac Hotel, Miami Beach, Florida
 Harned, I. A. '35, Vice President and Manager, Cloister Hotel, Sea Island, Georgia
 Hougen, R. T. '35, Manager, Boone Tavern of Berea College, Berea, Kentucky
 Hyland, J. J. '50, Manager, Hotel Congressional, Washington, D.C.
 Jennings, J. '55, Assistant Manager, Palm Beach Towers, Palm Beach, Florida
 Johnson, D. L. '49, Executive Assistant and General Manager, Vinoy Park Hotel, St. Petersburg, Florida
 Kappa, Mrs. M. '44, Assistant Manager in Charge of Housekeeping, The Greenbrier, White Sulphur Springs, West Virginia
 Kelly, J. P. '50, General Manager, Alexandria Charterhouse, Alexandria, Virginia
 Ley, D. M. '56, Food and Beverage Manager, Richmond Hotels Inc., Richmond, Virginia
 Moser, A. C. '40, General Manager, Carolina Inn, Chapel Hill, North Carolina
 Murphy, R. D. '43, General Manager, Claiborne Towers, New Orleans, Louisiana
 Myers, W. H., Jr. '58, Resident Manager, Hotel Greenville, Greenville, South Carolina
 Neuhauser, J. B., Jr. '41, Owner-Operator, Major Pelham Hotel, Pelham, Georgia
 Newcomb, J. L. '27, Executive Assistant Manager, The Homestead, Hot Springs, Virginia
 Parker, H. '57, Banquet Manager, Carillon Hotel, Miami Beach, Florida
 Parlette, B. A. '32, Owner-Manager, Tides Hotel, Virginia Beach, Virginia; Bay Harbor Hotel, Miami, Florida
 Pottle, G. W. '41, Owner-Manager, Hollywood Hotel, Southern Pines, North Carolina
 Rogers, L. E. '52, Director of the Sales, Fontainebleau Hotel, Miami Beach, Florida
 Seamon, A. M. '49, Director of Food Service, Carillon Hotel, Miami Beach, Florida
 Sledge, W. C. '55, Purchasing and Maintenance Director, The Carolina, Pinehurst, North Carolina
 Smith, J. D. '50, National Sales Representative, Hilton Hotels Corporation, Washington, D. C.
 Stilwell, Mrs. D. '47, Vice President, Lauderdale Beach Hotel, Ft. Lauderdale, Florida
 Trier, R. C., Jr. '32, General Manager, Ocean Reef, North Key Largo, Florida
 Van Kleek, P. E. '55, General Manager, Hotel Robert E. Lee, Winston-Salem, North Carolina
 Westfall, H. E. '34, General Manager, Sarasota Terrace Hotel, Sarasota, Florida
 Woolf, C. E. '56, Convention Manager, Mayflower Hotel, Washington, D. C.
 Wright, E. T. '34, Vice President and General Manager, The Greenbrier, White Sulphur Springs, West Virginia
 Wright, E. T., Jr. '58, Assistant Manager, The Greenbrier, White Sulphur Springs, West Virginia

Midwest

- Alexander, W. A. '36, Manager, Hotel Sawnee, Brookings, South Dakota
 Anthony, J. G. '58, Executive Housekeeper, The Drake Oakbrook, Oak Brook, Illinois
 Barger, R. W. '56, Director of Sales, Sheraton Cleveland Hotel, Cleveland, Ohio
 Bogardus, J. R. '49, Vice President & General Manager, Ambassador Hotels, Chicago, Illinois
 Borhman, J. W. '41, General Manager, The Carriage House, Chicago, Illinois
 Boss, D. A. '43, Secretary, Boss Hotels, Des Moines, Iowa
 Brashears, E. L., Jr. '48, Executive Vice President, Drake Hotel, Chicago, Illinois
 Brown, C. A. '31, Assistant to General Manager, Breakers Hotel, Cedar Point, Ohio
 Dean, F. M. '30, General Manager, Sheraton Chicago, Chicago, Illinois
 Decker, P. A. '54, General Manager, Indianapolis Airport Hotel, Indianapolis, Indiana
 Degnan, R. P. '51, Midwest Sales Manager, Albert Pick Hotels and Motels, Chicago, Illinois
 Deveau, T. C. '27, Vice President and Midwest Division Manager, Sheraton Corporation of America, St. Louis, Missouri
 Fanelli, J. G. '48, Food and Beverage Director, Kahler Corporation, Rochester, Minnesota
 Fisher, K. D. '51, Vice President-General Manager, Hidden Valley, Gaylord, Michigan
 Foster, E. F. '51, Personnel Manager, The Curtis Hotel, Minneapolis, Minnesota
 Gillespie, J. L. '62, Resident Manager, Ambassador Hotels, Chicago, Illinois
 Healy, R. F. '57, Manager, Hotel Rumely, La Porte, Indiana

38 SCHOOL OF HOTEL ADMINISTRATION

Heiss, C. G. '45, President-Manager, Mayfair and Lennox Hotels, St. Louis, Missouri
Jorgensen, E. L. '48, Assistant General Manager, Area Hotel Operations, Kahler Corporation, Rochester, Minnesota
Kaplin, R. L. '50, Vice President, Plaza Hotel, Toledo, Ohio
Lang, R. M. '34, Manager, Kahler Hotel, Rochester, Minnesota
Levy, R. D. '52, Partner, Midland Hotel, Chicago, Illinois
Lose, H. F. '35, President, Mosby Hotel Company, Topeka, Kansas
McColl, W. C., Jr. '40, Lessee, Globe Hotel, Mt. Gilead, Ohio
Milne, D. B. '56, President and Manager, The Lodge at Eagle Knob, Cable, Wisconsin
Milner, E. R. '55, President, Milner Hotels, Detroit, Michigan
Moulder, E. T. '50, Manager, Kentwood Arms Hotel, Springfield, Missouri
Murphy, M. M. '61, Sales Manager, Grand Hotel, Mackinac Island, Michigan
Newcomb, F. W. '40, Hotel and Club Manager, Kimberly Clark Corporation, Niagara, Wisconsin
Norlander, J. A. '53, Executive Assistant Manager, Palmer House, Chicago, Illinois
Packard, A. J., Jr. '52, Vice President, Packard Hotels, Hotel Curtis, Mt. Vernon, Ohio
Pistilli, P. '54, Vice President and Manager, Hotel Muehlebach, Kansas City, Missouri
Potthoff, F. W., Jr. '51, Owner, Minnewawa Lodge, Nisswa, Minnesota
Powell, R. T. '53, Food Manager, Hidden Valley, Gaylord, Michigan
Powers, E. P. '38, Manager, Powers Hotel, Fargo, North Dakota
Ray, F. J. '38, Owner-Manager, Ray Hotel, Dickinson, North Dakota
Rusnock, T. P. '57, General Manager, Sheraton-Fontanelle Hotel, Omaha, Nebraska
Schimmel, E. T. '27, Managing Director, Blackstone Hotel, Omaha, Nebraska
Schmid, A. '42, Owner-Lessee, Parmly Hotel, Painesville, Ohio
Schoenbrunn, L. E. '40, General Manager, Chase-Park Plaza Hotel, St. Louis, Missouri
Speidel, W. C. '57, Midcontinent Sales Manager, Sheraton Hotels, Omaha, Nebraska
Stark, L. '60, Manager, Kaskaskia Hotel, La Salle, Illinois
Stein, R. A. '61, General Manager, Alexandria Hotel, Chicago, Illinois
Walsh, T. C. '52, Manager, Hilton Inn, Kansas City, Missouri
Watson, R., Jr. '48, President-General Manager, The Kahler Corporation, Rochester, Minnesota
West, J. H. '58, General Manager, Hillcrest Hotel, Toledo, Ohio
Witteborg, A. C., Jr. '33, Manager, Beaumont Inn, Green Bay, Wisconsin

West

Beattie, T. A. '50, Owner-Operator, Beaumont Hotel, Ouray, Colorado
Bennett, J. V. '47, General Manager, The Florence, Missoula, Montana
Buthorn, W. F. '32, Owner-Manager, LaCourt Hotel, Grand Junction, Colorado
Callahan, W. G. '37, Vice President and General Manager, Hotel America, Houston, Texas
Caselli, P. F. '59, General Manager, Lakeway Inn & Marina, Austin, Texas
Davis, D. M. '47, Assistant General Operations Manager, Alsonett Hotels, Tulsa, Oklahoma
Ebersol, W. R. '48, Manager, Harrah's Tahoe Hotel, Reno, Nevada
Gee, T. W. '51, Manager, Washakie Hotel, Worland, Wyoming
Heiss, R. H. '49, Manager, Rose Inn, Crossett, Arkansas
Hopkins, O. S., Jr. '48, Resident Manager, Rice Hotel, Houston, Texas
Just, P. O. '34, Owner, Skysail Lodge, Port Aransas, Texas
Maurer, S. A. Jr. '57, Midcontinent Divisional Sales Manager, Sheraton Hotels, Omaha, Nebraska
Mayo, J. B. '41, President, Mayo Hotel, Tulsa, Oklahoma
Pattison, W. B. '54, Director, Lewis Clark Hotel, Lewiston, Idaho
Rather, H. L. '52, Acting General Manager, Sheraton Dallas Hotel, Dallas, Texas
Smith, B. R. '39, Vice President, Shirley Savoy Hotel, Denver, Colorado
Treadway, R. W. '41, Owner-Manager, Casa Blanca Inn, Scottsdale, Arizona
Turner, F. M. '33, President, Managing Director, Cherry Creek Inn, Denver, Colorado
Weigner, D. '58, Owner, The Smuggler Lodge, Aspen, Colorado
Williams, H. B. '30, Vice President-General Manager, Arizona Biltmore Hotel, Phoenix, Arizona

West Coast

Arnold, C. D., Jr. '43, Owner, Continental Pacific Hotels, San Francisco, California
Austin, A. G. '33, President, Hotel Windsor, Seattle, Washington
Barash, A. J., Jr. '49, Owner-Manager, Cascadian Hotel & Motor Inn, Wenatchee, Washington
Baril, M. H. '60, General Manager, Cavalier Hotel, Los Angeles, California
Bernard, B. E. '55, Manager, The Biltmore Hotel, Los Angeles, California

- Bludau, E. W. '54, Vice President, John A. Tetley, Inc. (Hotel and Travel Sales Management), San Francisco, California
- Dawson, T. S. '56, Assistant General Manager, Food and Beverage, The San Francisco Hilton, San Francisco, California
- DeLong, R. D. '48, Manager, Hotel El Tejon, Bakersfield, California
- Devoto, Donald J. '50, Resident Manager, The San Francisco Hilton, San Francisco, California
- Donnelly, W. W., Jr. '51, General Manager, Thunderbird Hotel, Millbrae, California
- Duchscherer, J. P. '36, General Manager, The San Francisco Hilton, San Francisco, California
- Dupar, R. W. '49, Vice President and Head, Food and Beverage Division, Western Hotels Inc., Seattle, Washington
- Fry, A. G. '38, Managing Lessee, Carmel Valley Inn, Carmel Valley, California
- Gentner, A. W., Jr. '50, General Manager, Imperial Hotel, Portland, Oregon
- Gilman, W. E. '36, President-Manager, Gilman Golf Resort, Gilman Hot Springs, California
- Graves, B. H. '57, Manager, Snoqualmie Falls Lodge, Snoqualmie, Washington
- Handlery, P. R. '43, President, Handlery Hotels, San Francisco, California
- Himmelman, L. P. '33, Senior Vice President, Western Hotels Inc., Seattle, Washington
- Irwin, R. P. '33, Executive Vice President, La Valencia Hotel, La Jolla, California
- Karlin, P. J. '56, General Manager, Alexandria Hotel, Los Angeles, California
- Keithan, J. W. '50, Vice President, Western International Hotels, Seattle, Washington
- Knowlton, T. W. '56, Vice President and General Manager, Eureka Inn, Eureka, California
- Krakow, R. W. '48, Manager, Commodore Hotel, San Francisco, California
- Lansdowne, P. L. '50, General Manager, Hotel Eugene, Eugene, Oregon
- Lee, L. H. '30, President, Lee Hotels Company, Hollywood, California
- Lemire, J. P. '53, Manager, Design Department, Western Hotels, Inc., Seattle, Washington
- Lloyd, J. M. '44, Lessee-Manager, Hotel Fresno, Fresno, California
- Marshall, I. C. '52, President, Continental Pacific Hotels, San Francisco, California
- McIntyre, J. T. '52, Owner-Manager, Lake Merritt Lodge, Oakland, California
- Nelson, R. C. '57, Manager, Hilton Inn, Seattle, Washington
- Parker, J. J. '55, Manager, John A. Tetley, Inc. (Hotel and Travel Sales Management), Seattle, Washington
- Senecker, C. J. '35, Owner-Manager, Anderson Hotel, San Luis Obispo, California
- Sherrill, S. M. '54, Director of Sales, Beverly Hilton Hotel, Los Angeles, California
- Shields, W. W. '33, President, United Inns Inc., San Mateo, California
- Shively, M. V. '53, Manager-Partner, The Claridge, Oakland, California
- Sutherland, D. I. '48, Treasurer, Ambassador Hotel, Los Angeles, California
- Ward, A. L. '55, Sales Manager, Statler Hilton Hotel, Los Angeles, California
- Wood, W. D. '31, Owner-Operator, Robles del Rio Lodge, Robles del Rio, California
- Woodworth, R. M. '57, Manager, Hotel Plaza, San Francisco, California

Canada

- Brown, R. F. '47, Owner-Manager, Hovey Manor, North Hatley, Quebec
- Crosby, F. L. '47, Manager, Deer Lodge, Lake Louise, Alberta
- Guite, J. C. '56, Owner-Manager, La Cote Surprise, Perce, Quebec
- Langlois, B. A. '56, General Manager, Hotel La Salle, Thetford Mines, Quebec
- Miller, R. L. '49, Manager, Park Hotel, Niagara Falls, Ontario
- North, G. N. '52, Manager, Imperial Inn, Victoria, British Columbia
- Olson, K. '52, Manager, Hotel Strathcona, Victoria, British Columbia
- Phelan, D. D. '56, General Manager, Skyline Hotels, Toronto, Ontario

Hawaii

- Blank, L. J. '51, Owner-General Manager, Hotel Tropic Isle, Waikiki
- Bogar, G. W., III '59, Manager, Sheraton Maui Hotel, Kaanapoli, Maui
- Butterfield, R. H., Jr. '40, Vice President-Manager, Hotel Hana Maui, Hana Maui
- Child, W. D., Jr. '55, President, Inter-Island Resorts, Waikiki
- Donelly, H. C. '47, General Manager, Ilikai Hotel, Honolulu
- Friedli, O. F. '60, Food and Beverage Director, Hilton Hawaiian Village, Honolulu
- Gardner, W. J. '56, Food and Beverage Manager, Island Holiday Resort Hotels, Honolulu
- Garrett, P. J. '57, Manager, Naniloa Hotel, Hilo
- Guslander, L. I. '39, President, Island Ltd. Holidays Hotels, Honolulu
- Hemmeter, C. B. '62, General Manager, Operations, International Innkeepers, Honolulu

Herkes, R. N. '59, Assistant to the President, Inter-Island Hotels, Honolulu
 Holtzman, R. '41, President, Sheraton-Hawaii Corporation, Honolulu
 Moore, L. H., Jr. '44, General Manager, Mauna Kea Beach Hotel, Kamuela
 Rinker, R. N. '52, Proprietor, Pali Palms Hotel, Kailua, Oahu

Latin America

Carrette, E. H., Jr. '61, President, Hoteles de Guatemala, Guatemala City, Guatemala
 DoMonte, F. A. '52, Managing Director, Monte Hotels and Norte Plaza Hotels, Brazil
 DoMonte, L. L. '46, President, Monte Hotels, Norte Plaza Hotels, Hotels do Nordeste, Brazil
 MacKinnon, W. H. '43, Manager, the Macuto Sheraton, La Guaira, Venezuela
 Mallory, K. E. '52, General Manager, Western International Hotels de Mexico, Mexico City, Mexico
 Matysik, M. C. '62, Food and Beverage Manager, Acapulco Hilton, Acapulco, Mexico
 Purcell, H. C. '55, Manager, Hotel Portillo, Portillo, Chile

Overseas

Blanc, H. P. '54, Executive Assistant Manager, Caribe Hilton Hotel, San Juan, Puerto Rico
 Bonar, H. '58, Manager, Estate Contant, St. Thomas, Virgin Islands
 Catsellis, A. C. '50, Managing Director, Catsellis Hotels Ltd., Kyrenia, Cyprus
 Chandler, R. P. '56, Executive Assistant Manager, Caneel Bay Plantation, St. John, Virgin Isles
 Demetz, A. D. '59, Lessee, Hotel Alpi, Bolzana, Italy
 El-Boulaki, K. '60, Planning and Projects Manager, Grand Hotels of Egypt, Cairo, United Arab Republic
 Englehardt, C. '52, President, General Manager, Inverurie Hotel, Paget, Bermuda
 Faiella, J. P. '38, Owner, Waterlet Inn, Southampton, Bermuda
 Furuta, Keizo '53, Manager, New Osaka Hotel, Osaka, Japan
 Gaafar, A. D. '57, Assistant Manager, Nile Hilton Hotel, Cairo, United Arab Republic
 Gamo, Y. '53, Executive Assistant Manager, Okura Hotel, Tokyo, Japan
 Gordon, D. J. S. '52, Executive Assistant Manager, London Hilton, London, England
 Groeneweld, F. '51, Manager, Residency Hotel, Pretoria, South Africa
 Hochkoeppler, A. '55, General Manager, El Ponce Intercontinental, Ponce, Puerto Rico
 Holmes, C. F. '56, Food and Beverage Manager, Caribbe Hilton Hotel, San Juan, Puerto Rico
 Hoshino, D. A. '58, Manager, Hoshino Hotel, Karuizawa, Japan
 Hulford, H. W. '45, Managing Director, Curtain Bluff Hotel, Antigua, West Indies
 Idle, T. '57, Managing Director, Fuji Lake Hotel, Funatsu, Japan
 Iliff, B. F. '61, Assistant Manager, Inverurie Hotel, Paget, Bermuda
 Inumaru, I. '53, Managing Director, Imperial Hotel, Tokyo, Japan
 Inumaru, J. '55, President, Shiba Park Hotel, Tokyo, Japan
 Kobayashi, K. '57, Assistant Manager, Marunouchi Hotel, Tokyo, Japan
 Krohn, J. H. '56, Lessee, Hanko Hotel, Fredrikstad, Norway
 Lamba, P. S. '56, Manager, Hotel Imperial, New Delhi, India
 Lim, Hin '58, Executive Assistant Manager, London Hilton, London, England
 McKay, G. B. '57, Vice President and General Manager, The Reef Club, Boscobel, Jamaica
 Mehta, J. M. '60, Food and Beverage Manager, Curacao Intercontinental Hotel, Curacao, Netherlands Antilles
 Michel, O. '31, Owner, Hotel Euler, Basle, Switzerland
 Mcquard, P. J. '55, Manager, El Mansour Hotel, Casablanca, Morocco
 Munster, R. W. '62, Front Office Manager, Hotel Frankfurt Intercontinental, Frankfurt-Main, Germany
 Oppacher, H. '62, Assistant Food and Beverage Manager, Berlin Hilton Hotel, Berlin, W. Germany
 Rodriguez, Mrs. S. A. '57, Assistant Manager, Olimpo Court Apartment Hotel, Santurce, Puerto Rico
 Rufe, R. K. '52, Resident-Manager, Hotel Indonesia, Djakarta, Indonesia
 Saarinen, R. J. '53, Assistant Manager, Tivoli Guest House, Balboa Heights, Canal Zone
 Schelbert, R. W. '55, Hoteldirektor, Hotel Schweizerhof, St. Moritz, Switzerland
 Squier, R. H. '57, General Manager, Singapore Intercontinental, Singapore
 Starke, R. M. '52, General Manager, Amsterdam Hilton Hotel, Amsterdam; Rotterdam Hilton Hotel, Rotterdam, Netherlands

- Stobie, G. J. '44, Managing Director, Nassau Beach Hotel, Nassau, Bahamas
 Stratta, A. M. '59, Executive Assistant Manager, El Ponce Intercontinental Hotel, Ponce, Puerto Rico
 Sun, P. B. '63, Assistant General Manager, Grand Hotel, Kowloon, Hong Kong
 Suzuki, H. '58, Executive Assistant Manager, Imperial Hotel, Tokyo, Japan
 Suzuki, K. '53, Food and Beverage Manager, Imperial Hotel, Tokyo, Japan
 Tinmaz, T. '58, Chief Steward, Hotel Indonesia, Djakarta, Indonesia
 Van Tha, N. '62, Assistant Manager, Hotel Caravelle, Saigon
 Wevle, J. '49, General Manager, Nord-Norsk Hoteldrift, Alta, Norway
 Yamano, H. '59, Assistant to the Manager, Front Office Manager, Imperial Hotel, Tokyo, Japan

MOTELS

- Amsden, B. C. '49, Manager, Sheraton Motor Inn, Springfield, Massachusetts
 Barns, G. R. '35, Owner-Manager, Mayflower Motor Inn and Lexington Motel, Lexington, Virginia
 Benner, D. L. '34, Food and Beverage Director, Holiday Inns of America, Memphis, Tennessee
 Bennet, T. W. '59, Manager, Flamingo Ramada Motel, Arcadia, California
 Bostrom, E. L. '37, General Manager, Hopkins Airport Hotel, Cleveland, Ohio
 Boyer, L. M. '35, District Manager, East Coast, National Motels Inc., Springfield, Massachusetts
 Brindley, J. T. '34, Manager, Holiday Inn, Hampton, Virginia
 Brooke, J. A. '57, Owner-Innkeeper, Holiday Inn, Skokie, Illinois
 Burdge, E. E. '30, Innkeeper, Holiday Inn Riverbluff, Memphis, Tennessee
 Cannon, T. L., Jr. '37, Innkeeper, Holiday Inn, Carnegie, Pennsylvania
 Carroll, W. '31, Manager, Lake Shore Motel, Milwaukee, Wisconsin
 Carvalho, P. W. '63, Food and Beverage Manager, Austin Motor Hotels, Seattle, Washington
 Chevoor, T. C. '58, Manager, Mariner Motor Hotel, Lomita, California
 Clark, E. K. '37, Innkeeper, Holiday Inn, Miami Beach, Florida
 Coon, P. F. '56, Manager, Johnstown Motor Inn, Johnstown, New York
 Crofoot, E. J., II '59, Vice President, Pacific Hosts Inc., Sacramento, California
 Davis, G. H. '42, Owner, Ebttide Motor Inn, Virginia Beach, Virginia
 Derrickson, V. B., Jr. '54, Vice President and Manager, Towne Point Motel, Dover, Delaware
 Eicher, M. M., Jr. '60, Administrative Assistant to General Manager, Howard Johnson's Motor Lodges, Rego Park, New York
 Elsaesser, A. J. '49, General Manager, Carrousel Motel, Cincinnati, Ohio
 Fischer, K. B. '56, Manager, Key to America Motor Inn, Athens, Georgia
 Fuller, P. P. '53, General Manager, Sheraton Motor Inn, Syracuse, New York
 Gibson, A. W., Jr. '42, Manager, Lord Amherst Motor Hotel, Buffalo, New York
 Grice, W. W. '53, General Manager, Marriott Motor Hotel, Dallas, Texas
 Gunn, M. P. '53, Owner-Manager, Main Hotel, Helena, Montana
 Hagler, A. W. '49, Innkeeper, Holiday Inn, Hattiesburg, Mississippi
 Hahn, L. E. '33, Owner, Concord Motel, Minneapolis, Minnesota
 Hall, A. E. '59, Owner-Manager, Guest House Motor Inn, Chanute, Kansas
 Halvorsen, M., Jr. '54, General Manager, Manger Motor Inn, Indianapolis, Indiana
 Hamner, B. L., III '58, National Director of Sales, Cabana Motor Hotels, Los Angeles, California
 James, F. M. '50, Director of Operations, Holiday Inns East-West, Springfield, Missouri
 James, R. M. '54, Director of Operations, Howard Johnson's Motor Lodges, New York City
 Kimball, D. S. '59, Manager, Sand Castle Resort Motel, Ft. Lauderdale, Florida
 Langley, J. A. '51, General Manager, Howard Johnson Motor Lodge, Springfield, New Jersey
 Lee, W. W., Jr. '36, Vice President and General Manager, Howard Johnson's Motor Lodges, New York City
 Livingood, E. F. '55, General Manager, Host Motel, Wilkes-Barre, Pennsylvania
 Long, A. W. '49, Innkeeper, Holiday Inn Nashville, Nashville, Tennessee
 Lord, J. G. '44, Manager, Holiday Inn, Allentown, Pennsylvania
 Luvener, E. J., Jr. '48, Manager, Airways Inn Hotel, Milwaukee, Wisconsin
 Martin, T. W. '32, Manager, The Parkbrook, Cleveland, Ohio
 McGinn, J. P. '31, Manager, Park Central Motor Hotel, Phoenix, Arizona
 McNairy, W. D. '43, Director of Inns, Inn Operations Inc., Topeka, Kansas
 McNamara, P. J. '35, Vice President, Independence Motor Inns Inc., Philadelphia, Pennsylvania
 Mills, G. A. '54, General Manager, Country Squire Motel, Eugene, Oregon
 Nottingham, C. D. '47, Vice President and Manager, University Motor Lodge, Chapel Hill, North Carolina; College Inn Motor Lodge, Raleigh, North Carolina

42 SCHOOL OF HOTEL ADMINISTRATION

Noyes, R. S. '43, Vice President, Ramada Inns, Phoenix, Arizona
O'Connell, T. J. '52, General Manager, Ramada Inn, St. Louis, Missouri
Osborne, C. W., Jr. '51, General Manager, King's Grant Motor Inn, Danvers, Massachusetts
Pappas, G. S. '50, Owner-Manager, St. Moritz Motel, Babylon, New York
Pauchey, H. J. '50, Owner-Manager, Kingsail Motel, Marathon, Florida
Petrie, R. C. '52, General Manager, Howard Johnson Motor Lodge, Wilmington, Delaware
Rogers, J. B. '38, Supervising Innkeeper, Philadelphia Franchise, Holiday Inns of America, Moorestown, Gloucester, New Jersey
Roland, P. F. '49, President, Lakeside Motor Inn, Lake Placid, New York
Rose, A. P. '53, Manager, Tremont Columbia Motel, Cayce, South Carolina
Ryan, M. O. '54, General Manager, Marriott Motor Hotel, Twin Bridges, Washington, D. C.
Sawyer, J. E. '58, Field Supervisor, Ramada Inns, Tyler, Texas
Smith, M. C. '32, Vice President, Independence Motor Inns Inc., Philadelphia, Pennsylvania
Smith, W. R. '54, Owner Operator, Howard Johnson's Motor Lodges, Columbus, Ohio
Strang, D. W., Jr. '60, Owner-Vice President, Howard Johnson Motor Lodge, Skokie, Illinois
Temple, J. B. '38, Vice President in Charge of Operations, Holiday Inns of America Inc., Memphis, Tennessee
Tullos, A. J., Jr. '53, Owner-Manager, Chateau Charles Motor Hotel, St. Charles, Louisiana
Tyo, R. '27, Innkeeper, Holiday Inn, Flint, Michigan
Wallace, A. B. '61, Manager, Centre Motor Lodge, Stowe, Vermont
Wegner, N. E. '27, Owner-Manager, Cactus Motor Lodge, Tucumcari, New Mexico
Wikoff, J. H. '48, Owner, Sun & Ski Motor Inn, Lake Placid, New York
Willard, P. N. '42, Manager, Carousel Motel, Fresno, California

RESTAURANTS

Aiduk, M. C. '52, Owner-Operator, Brown Jug Restaurant, Niagara Falls, New York
Allison, N. T. '28, Vice President and Regional Manager, Stouffer Foods Corporation, Pittsburgh, Pennsylvania
Anders, W. R. '43, Service Plazas Supervisor, Ohio Turnpike Commission, Berea, Kentucky
Antil, F. H. '55, Training Supervisor, Management Personnel, Hot Shoppes, Bethesda, Maryland
Bailey, W. J. '54, General Manager, Interstate Hosts, Seattle Airport, Seattle, Washington
Baldauf, R. F. '56, Food and Beverage Director, Trader Vic's Restaurants, San Francisco, California
Baldwin, R. S. '50, Owner, Pancake Pantry, Nashville, Tennessee
Banta, G. E. '57, Manager, Howard Johnson's, Poughkeepsie, New York
Barth, W. H. '56, Manager, Hot Shoppes Inc., Langley Park, Maryland
Bartholomew, R. G. '41, General Manager, Davis Cafeterias, Miami, Florida
Bates, B. M., Jr. '52, Assistant Food Service Manager, Macy's Herald Square, New York City
Baum, J. H. '43, President, Restaurant Associates, New York City
Becker, H. H. '62, Manager, Clintonnaire Restaurant, Rochester, New York
Bernardin, A. E. '52, Manager, McDonald's Hottinger's Swiss Garden, Glenwood, Illinois
Binyon, H. O. '61, General Manager, Binyon's Restaurant, Chicago, Illinois
Blackburn, D. B. '57, Owner-Manager, The Blacksmith Shop, Millbrook, New York
Blankinship, W. C. '31, Vice President and General Manager, Frozen Food Division, Stouffer Corporation, Cleveland, Ohio
Bobbitt, R. H. '57, Manager, Howard Johnson's, Tampa, Florida
Bolanis, P. G. '51, Treasurer, Bolan's Inc., Pittsburgh, Pennsylvania
Bolanis, W. G. '49, Vice President and Manager, Bolan's Inc., Pittsburgh, Pennsylvania
Bolling, H. W. '43, Vice President and Manager, Bolling's Restaurant, Chicago, Illinois
Bookbinder, S. C. III '58, Manager, Bookbinder's Sea Food House, Philadelphia, Pennsylvania
Brooke, D. L., '50, Owner-Operator, Dave's Automatic Drive Inn, La Grange Park, Illinois
Brown, R. W. '49, Divisional Merchandise Manager, Food Operations, Sibley, Lindsay & Curr Company, Rochester, New York
Bryant, R. P. '44, Director, Franchise Division, Frank G. Shattuck Company (Schraffts), New York City
Bullock, J. A. '32, President, J. A. Bullock Associates (Consultants on Restaurant Operations, Summit, New Jersey); Sip & Sup Foods Inc., Springfield, New Jersey
Burkhart, A. R., Jr. '49, Partner, Burkhart's Restaurant & Cafeteria, Shippensburg, Pennsylvania
Callis, E. C. '42, Regional Manager, Howard Johnson's, New York City
Cantwell, R. M. '52, President, Old Mill Inn, Bernardsville, New Jersey

- Cascio, P. B. '58, Executive Assistant Manager, "Top of the Flame" Restaurant, (Stouffer's), Detroit, Michigan
- Chu, C. C. L. '58, Manager, Trader Vic's, Bel Air Motel, St. Louis, Missouri
- Cipriani, A. H. '33, Food Division Manager, Foley's, Houston, Texas
- Cleveland, N. C., Jr. '57, Owner-Manager, Old Hell's Blazes Ordinary, South Middleborough, Massachusetts
- Clifton, D. E. '58, Manager, Howard Johnson's, Somerville, New Jersey
- Cohn, J. H. '41, Owner, Jan's Restaurant, Los Angeles, California
- Comisar, M. '57, Owner-Manager, Maisonette Restaurant, Cincinnati, Ohio
- Cooper, B. M. '62, Owner-Manager, The Estaminet, Burlington, Ontario, Canada
- Cooper, I. A. '57, Manager, Ye Olde Ironmaster Restaurant, Reading, Pennsylvania
- Copp, B. F. '39, Vice President, Purchasing, Stouffer Foods Corporation, Cleveland, Ohio
- Corbisiero, A. M. '58, Assistant Manager, Riccardo's Restaurant, Astoria, New York
- Corbisiero, R. F. '56, Director, Riccardo's Restaurant, Astoria, New York
- Critchlow, R. R. '40, Division Manager, Foods, L. S. Donaldson Company, Minneapolis, Minnesota
- Curran, L. J. '50, Owner-Operator, Embassy Lounge, Daytona Beach, Florida
- Davis, F. H., Jr. '49, Director of Personnel and Public Relations, Interstate Hosts Inc., Los Angeles, California
- Day, T. B. '60, Restaurant Manager, Metropolitan Museum of Art, New York City
- Dean, D. R. '57, Manager, Dean's Diners, Blairsville, Pennsylvania
- DiPasquale, V. J. '48, Food Division Manager, Filene's, Boston, Massachusetts
- Dorman, C. E. '56, Manager, Stouffer Foods Corporation, Euclid Avenue, Cleveland, Ohio
- Dunnack, G. B. '30, General Manager, M & M Restaurants, New Castle, Delaware
- Edelbut, Mrs. J. '44, Executive Vice President, O'Donnell's Sea Grille, Washington, D. C.
- Edwards, I. H. '44, Owner-Manager, Howard Johnson's, Flint, Michigan
- Egan, E. J. '43, Manager, Restaurant Department, John Wanamaker's, Philadelphia, Pennsylvania
- Ernest, J. F. '55, Manager, Manhattan Restaurant, Rochester, New York
- Estes, D. '43, Owner, Landfall Restaurant, Woods Hole, Massachusetts
- Fauerbach, G. '35, Director of Restaurant Operations, Williamsburg Restoration Inc., Williamsburg, Virginia
- Ferraro, A. E. '49, Owner-Manager, The Advocate Restaurant, Bronx, New York
- Fertitta, I. A. '39, Manager, Dawson's English Pub, New York City
- Floros, J. P. '36, Vice President, Normandie Restaurant, Ithaca, New York
- Floros, N. P. '36, President, Normandie Restaurant, Ithaca, New York
- Foley, J. D. '60, Manager, Red Coach Grills, Hingham, Massachusetts
- Freeman, R. C. '58, Assistant Manager, Red Baloon Restaurant, Mills, Illinois
- Gallagher, P. E. '58, Purchasing Agent, John R. Thompson Company, Chicago, Illinois
- George, R. W. '57, Executive Assistant Manager, Stouffer Foods Corporation, Prudential Building, Chicago, Illinois
- Gerstenberger, K. E. '59, Manager, Win Schuler's, St. Joseph, Michigan
- Goldner, L. S. '51, Owner-Manager, Singer's Restaurant, Liberty, New York
- Gotsche, A. W., Jr. '59, Manager, Red Coach Grill, New York City
- Grondal, H. S. '52, Owner-Manager, Restaurant Naust, Reykjavik, Iceland
- Harpin, H. A. '35, Director of Food Services, Allied Stores, Bon Marche, Seattle, Washington
- Harris, J. R. '49, President, Manager, Ryan's Restaurant, Hartford, Connecticut
- Harris, R. T. '49, Director of Central Supply, Restaurant Service Corporation, Dayton, Ohio
- Hart, B. M. '48, Owner-Manager, Bennie's Drive-In Restaurant, Bristol, Tennessee
- Haskell, R. S. '44, Manager, Stouffer Foods Corporation, New York City
- Hazen, H. E. '42, Owner-Manager, Ted Lewis Restaurant, Washington, D. C.
- Heilman, H. R., '39, President, Heilman's Restaurants Inc., Ft. Lauderdale, Florida
- Heilman, R. E. '45, Owner-Manager, Beachcomber Restaurant, Clearwater, Florida
- Herb, H. G. '31, Manager, Stouffer Foods Corporation, Wabash Avenue, Chicago, Illinois
- Hitchon, L. F. '54, Manager, Howard Johnson Restaurant, Washington, Pennsylvania
- Hoff, H. W. '58, Assistant Food Manager, Frederick & Nelson Department Store, Seattle, Washington
- Hoge, W. E. '53, Assistant General Manager, Red Coach Grills, Wollaston, Massachusetts
- Horn, M. L., Jr. '50, Vice President and General Manager, Pal's Cabin & Mayfair Farms Inc., and President, Pal's Pancake Houses, West Orange, New Jersey
- Hospers, N. L. '48, President, Hospers-Carvey Foods Inc., Fort Worth, Texas
- Howlin, M. E. '49, Owner-Manager, Colonial Inn, Philadelphia, Pennsylvania
- Hynes, F. J. '28, Assistant Vice President, Restaurant Administration, Bankers Trust Company, New York City
- Jackson, E. C. '37, Supervisor, White Coffee Pot Restaurants, Baltimore, Maryland

44 SCHOOL OF HOTEL ADMINISTRATION

- Jacobs, D. M. '55, Manager, Connecticut Avenue Hot Shoppes, Washington, D. C.
- Johnson, H. W., Jr. '54, Manager, Hot Shoppes Inc., Upper Darby, Pennsylvania
- Kastner, D. E. '43, Owner-Operator, Christopher Ryder House, Chatham, Massachusetts
- Keefe, W. P. '52, Manager, Food Services, J. I. Hudson Company, Southfield, Detroit, Michigan
- Keleman, M. '58, Owner-Manager, Mel's Restaurant, N. Hollywood, California
- King, G. A. '49, Manager, Durgin Park Restaurant, Boston, Massachusetts
- Kosakowski, J. E. '48, Food Service Manager, the Travelers Insurance Company, Hartford, Connecticut
- Kramer, H. W. '38, Owner, Bill Kramer's Restaurant, Pittsburgh, Pennsylvania
- LaBarre, K. A. '54, Southern Area Supervisor, Price Candy Company, New Orleans, Louisiana
- Ledder, R. E. '48, Food Service Director, Dayton's Department Store, Minneapolis, Minnesota
- Leefers, L. J. '62, Assistant Manager, Restaurant Operations, Albert Heijn, Driebergen, Holland
- Leeve, L. W. '42, District Manager, Hot Shoppes, New York State Thruway, New Paltz, New York
- Lehmann, K. M. '61, General Manager, Maxi's Rathskellar, White Plains, New York
- Leslie, H. D. '42, Manager, John Ebersole's Restaurant, White Plains, New York
- Levinson, C. '57, Manager, Pancake Ranch, Upper Saddle River, New Jersey
- Lindelow, C. H. '44, Manager, Stouffer Foods Corporation, Wynnwood, Pennsylvania
- Linz, M. '43, Owner, The Lobster, New York City
- Lowe, R. M. '41, Manager, La Ronde Restaurant, Honolulu, Hawaii
- Maksik, I. B. '59, Manager, Maksik's Town & Country Club, Brooklyn, New York
- Mallory, G. B. '54, Food Service Director, Jordan Marsh, Miami, Florida
- Marcis, R. A. '63, General Manager, Kahiki Supper Club, Columbus, Ohio
- Marshall, C. B. '59, Co-Owner-Manager, Robinson's Gorsuch House, Baltimore, Maryland
- Matthews, W. B. '52, Manager, Restaurant Department, Morgan Guarantee Trust Company, New York City
- Maxson, L. W. '30, Merchandise Manager, Food Division, Marshall Field & Company, Chicago, Illinois
- McCartney, R. H. '60, Owner-Manager, Sylvan Hills, Ithaca, New York
- McCormick, J. W. '50, Training Director, Howard Johnson's, Rego Park, New York
- McCormick, Mrs. O. '45, Co-Owner-Manager, Weber's Restaurant, Narberth, Pennsylvania
- McLamore, J. W. '47, President, Florida Restaurants Inc., Miami, Florida
- Merwin, E. O. '36, Manager, Restaurant Department, Bloomingdale Brothers, New York City
- Meyer, J. A., Jr. '57, Manager, The Coach Inn, Ft. Washington, Pennsylvania
- Middlebrook, H. T. II '57, Vice President, Restaurant Division, Dutch Pantry, Selinsgrove, Pennsylvania
- Miller, W. H. '58, President, Miller's Restaurants, New York City
- Minium, R. A. '56, Manager, Van de Kamp's Coffee Shop, Los Angeles, California
- Minto, R. N. '62, Executive Assistant Manager, Stouffer's University Inn, Columbus, Ohio
- Monier, D. I. '62, Manager, Duck Cedar Inn, Tuxedo, New York
- Moody, D. M. '51, Owner-Manager, Moody's Beef Buffet, Detroit, Michigan
- Mook, P. G. '58, Manager, The Golden Calf, Tampa, Florida
- Moran, H. A. '40, Owner, Henry Moran's Restaurant and Southern Pines Restaurant, Syracuse, New York
- Mosso, C. G. '32, Manager, Davis Cafeteria, Miami, Florida
- Muth, J. C. '42, District Manager, Hot Shoppes Inc., Washington, D. C.
- Nesbitt, L. A. '57, Owner-Manager, The Stables Restaurant, Houston, Texas
- Nyerges, T. W. '58, Assistant Manager, Du-Par's Restaurants, Los Angeles, California
- O'Donnell, J. C. '52, Manager, Restaurant Operations, Joske's Gulfgate, Houston, Texas
- Pandl, G. J. '50, Partner, Pandl's Whitefish Bay Inn, Milwaukee, Wisconsin
- Panlilio, Mrs. E. '61, Secretary-Treasurer, D & E Restaurant, Quezon City, Philippines
- Pappas, C. W. '54, Co-Owner, Michael's Restaurants, Rochester and Mankato, Minnesota
- Patton, J. B., Jr. '50, Manager, Hot Shoppes, Washington, D. C.
- Peterson, E. J. '62, Manager, Dome Restaurant, Woods Hole, Massachusetts
- Pierce, J. S. '42, Vice President-Treasurer, Pierce's Restaurant, Elmira Heights, New York
- Plenge, E. B. '53, President, Depot Restaurants Inc., Rochester, New York
- Pope, E. K. '32, Vice President, Pope's Cafeteria Inc., St. Louis, Missouri
- Potter, J. E. '54, Proprietor, Old Drovers Inn, Dover Plains, New York
- Poulos, G. J. '41, Owner, American Beauty Restaurant, Galesburg, Illinois
- Quinn, F. J. '54, Manager, Colonial Tavern, Saratoga Springs, New York
- Rancati, A. C. '46, Owner, Pierre's Restaurant Inc., Cleveland, Ohio
- Randall, G. M. '59, Executive Assistant Manager, Stouffer's Town & Country, Orange, California
- Ratzsch, K. A., Jr. '51, Manager-Partner, Karl Ratzsch's Restaurant, Milwaukee, Wisconsin
- Reynolds, J. B., Jr. '51, Tea Room Manager, Sanger's Department Store, Dallas, Texas

- Richmond, F. A. '61, Owner, The Wayfarers Restaurant, Lomita, California
- Riley, R. W. '63, Manager, Pal's Pancake Houses, West Orange, New Jersey
- Rockas, C. '48, Manager, Jimmy's Harborside Restaurant, Boston, Massachusetts
- Rolles, C. G. '56, Owner, Chuck's Steak House, Honolulu, Hawaii
- Roose, T. A. '54, Florida Supervisor, Dutch Pantry Restaurants, St. Petersburg, Florida
- Rosenstein, A. '43, Owner-Manager, Jack's Oyster House Inc., Albany, New York
- Rufe, F. A. '48, Director, Tavern-on-the-Green, New York City
- Russell, J. R. '53, Owner-Manager, Chez Leon, Caldwell, New Jersey
- Sack, B. M., '61, Assistant Director, Marketing, Howard Johnson's, Wollaston, Massachusetts
- Saurman, I. C. '38, Foods Manager, Burdine's, Ft. Lauderdale, Florida
- Schneider, P. H. '53, Owner-Manager, Swiss Inn Restaurant, Elkton, Maryland
- Schoff, R. F. '53, Director of Merchandising, Hot Shoppes, Washington, D. C.
- Sculos, P. S. '42, Owner-Manager Director, The Maridor Restaurant, Framingham, Massachusetts
- Sexton, K. '51, Vice President and General Manager, Retail Operations, Howard Johnson's of Florida
- Shaffer, H. B. '51, Manager, Food Services, May Company, Cleveland, Ohio
- Shanks, I. H. '53, Owner, Diamond Door Restaurant, Massena, New York
- Sherwood, J. '51, Manager, Stouffer Foods Corporation, Jenkintown, Pennsylvania
- Sisley, P. L. '58, Director of Operations, Syracuse Food Operations Inc., Midtown Plaza, Syracuse, New York
- Sloum, W. H. '34, Manager, Chittenango Restaurant, New York State Thruway, Canastota, New York
- Spence, N. T. '59, Supervisor, Howard Johnson's, New York City
- Stouffer, J. W. '55, Manager, Stouffer Foods Corporation, Cleveland, Ohio
- Tavlin, E. M. '59, Owner-Manager, the Fourposter Restaurant, Cedarhurst, New York
- Terwilliger, E. '28, Manager, Stouffer Foods Corporation, Pittsburgh, Pennsylvania
- Theros, G. F. '57, General Manager, Lilac Lane's Enterprise, Minneapolis, Minnesota
- Trotta, R. M. '55, General Manager, King Cole Restaurant, Indianapolis, Indiana
- Tucker, D. S. '34, Vice President, Interstate Hosts Inc., Los Angeles, California
- Turgeon, F. A. '55, Operator, Howard Johnson's, Buffalo, New York
- Turgeon, R. A. '51, Partner, Howard Johnson's, Buffalo, New York
- Underwood, V. S. '43, Owner-Manager, Kent House, Ithaca, New York
- Van Gilder, W. R. '53, Operator, Cock-n-Bull Restaurant, Lahaska, Pennsylvania
- Vlahakis, G. S. '52, Executive Vice President and General Manager, The Nassau, Pennsauken, New Jersey
- Vonetes, J. G. '43, Owner-Manager, Lee House Diner, Petersburg, Virginia
- Warner, D. P. '51, Restaurant Manager, Van de Kamp's Coffee Shops, Los Angeles, California
- Wayne, F. E. '49, Owner-Manager, The Holloway House, East Bloomfield, New York
- Weber, E. S., Jr. '52, Vice President, Restaurant Division, Dutch Pantry, Selinsgrove, Pennsylvania
- Whitney, C. R. '53, General Manager, John R. Thompson Company, Fountain Inn and Gold Room, Denver, Colorado
- Willis, F. S. '50, Owner-Manager, Jim's Place, Ithaca, New York
- Wilson, R. R. '59, Manager, Ho-Ho-Kus Inn, Ho-Ho-Kus, New Jersey
- Yaxis, D. E., '50, District Supervisor, Gladioux Corporation, New York State Thruway, Scottsville, New York
- Zimmerman, J. J., Jr. '51, Partner, Zimmerman's Restaurant, Syracuse, New York
- Zuck, D. '48, Manager, Keen's English Chop House, New York City

FOOD SERVICE

- Andrews, D. O. '58, Assistant Food Chief, European Exchange System, Nurnberg, Germany
- Batt, J. A. '43, Vice President, Service Systems Corporation, Buffalo, New York
- Beaudin, R. L. '60, Food Service Director, Central National Bank, Cleveland, Ohio
- Cappello, L. A. '51, District Manager, Western Pennsylvania, West Virginia, United Food Management Services Inc. of Cleveland, Ohio
- Carlson, H. N. '49, Vice President, Food Operations Inc., Syracuse, New York
- Carlson, R. B. '48, Administrative Vice President, The Prophet Company, Detroit, Michigan
- Chapin, F. D. '51, Vice President, United Food Management Services, Inc. of Cleveland, Ohio
- Clark, J. M. '41, Camp Manager, Creole Petroleum Corporation, Caripita, Venezuela
- Clarkson, T. W. '35, President, Clarkson Food Service Inc., Buffalo, New York
- Clement, C. A. '28, Supervisor, Service Operations, E. I. DuPont de Nemours and Company, Wilmington, Delaware

46 SCHOOL OF HOTEL ADMINISTRATION

- Deal, W. F. '41, Vice President, ARA Slater, Philadelphia, Pennsylvania
- DeGasper, E. E. '48, Supervisor, School Lunch Program, Buffalo Board of Education, Buffalo, New York
- Demmler, R. H. '45, Director of Food Service, Automatque Inc., Kansas City, Missouri
- Denzler, A. H., Jr. '58, Assistant Chief of Food for France, Army and Air Force Exchange Service
- Drummond, P. '55, Industrial Cafeteria Manager, National Food Management, Long Island City, New York
- Eppolito, C. T. '52, Vice President, Service Systems Corporation, Buffalo, New York
- Farnung, J. '51, President, Johnnie's Catering Service, Rochester, New York
- Farr, J. F. '39, Vice President, Automatic Canteen Company of America, Chicago, Illinois
- Fickett, E. C. '47, School Lunch Director, Union Free School District, Kenmore, New York
- Filsinger, M. O. '39, Vice President of Operations, The Prophet Company, Detroit, Michigan
- Flickinger, R. D. '47, President, Service Systems Corporation, Buffalo, New York
- Fors, R. D., Jr. '59, Director of Operations, Food Operations, Inc., New York City
- Fountain, C. O. '48, Owner, Keese Foods-to-Take-out, Cocoa Beach, Florida
- Fried, G. '39, Manager, Inplant Feeding, Helsinger Catering Corporation, Mountain States Telephone & Telegraph Company, Phoenix, Arizona
- Grinstead, P. W. '57, Budget Director, Saga Food Service, Palo Alto, California
- Haberl, F. J. '47, Manager, Food Service, Martin Guided Missile Plant, Denver, Colorado
- Hagy, R. L. '44, President, Marine Catering Service Inc., Harvey, Louisiana
- Hallbach, G. W. '49, Director of Food Service, Mealtime Management of New Haven, Connecticut
- Harbeck, R. T. '56, Corporate Director of Food Service, Forbes & Wallace, Springfield, Massachusetts
- Hines, G. H. '42, Vice President, Treasurer, Blaikie, Miller & Hines Inc., New York City
- Hoffmeister, C. D. '52, Food Service Superintendent, Pan American Aviation, Cape Kennedy, Florida
- Horowitz, P. '40, Caterer-Owner-Manager, Park Manor Caterers, Springfield, Massachusetts
- Hort, R. '55, Assistant to President, Ace Foods, Milwaukee, Wisconsin
- Howard, K. E. '31, Assistant Director, Bureau of School Lunches, Board of Education, Brooklyn, New York
- Ingraham, A. E. '51, Division Manager, Food Services, International Business Machines, Poughkeepsie, New York
- Irey, G. M. '45, Regional Operations Manager, ARA Slater, New York City
- Johnson, C. F. '48, Manager, Pontiac Cafeteria, The Prophet Company, Detroit, Michigan
- Judd, R. W. '51, Food Service Manager, ARA Slater, Rochester, New York
- Kayser, J. G. '44, Director, Food Service, Eastman Kodak Company, Rochester, New York
- Kellogg, C. F., Jr. '38, Owner, Kellogg & Kellogg Catering Service, Waverly, New York
- Knipe, J. R. '31, President, Colonial Food Service, Plymouth Meeting, Pennsylvania
- Kochli, R. E. '61, Director of Operations, Macke Vending Company, Charlotte, North Carolina
- Kochler, R. C. '48, Regional Supervisor, ARA Slater, Canton, Ohio
- Kosse, R. C. '55, Food Service Director, Grumman Aircraft, Bethpage, New York
- Krouner, D. H. '55, Director of Operations, Metro Food Service Inc., Brookline, Massachusetts
- Lafey, C. W. '40, Vice President, Food Crafters Inc., Philadelphia, Pennsylvania
- Mather, R. W. '48, Vice President, ARA Slater, Chicago, Illinois
- Mathias, G. D. '58, Purchasing Agent, A. L. Mathias Company, Baltimore, Maryland
- McKinnon, W. H. '51, Administrative Assistant, Food Service Division, Automatic Canteen Company of America, Chicago, Illinois
- Medevielle, J. E. '41, Director of School Lunches, Elizabeth, New Jersey
- Merwin, R. M. '42, Chief, Food Service, United States Air Force, Olmsted Air Force Base, Pennsylvania
- Miller, W. H., Jr. '38, Vice President, Operations Manager, A. L. Mathias Company, Baltimore, Maryland
- Montague, H. A. '34, President, The Prophet Company, Detroit, Michigan
- Moore, Mrs. J. K. '45, Director of School Lunches, New Rochelle, New York
- Moore, R. B. '51, Food Service Manager, National Aeronautical & Space Administration, Cleveland, Ohio
- Mulholland, J. E. '55, Assistant Dining Service Manager, In-Plant Feeding, Illinois Bell Telephone Company, Chicago, Illinois
- Mund, C. J. '51, Vice President, Food Operations Inc., Brooklyn, New York
- Muntz, W. E. '33, Director of School Lunches, San Francisco, California
- Namack, J. M. '58, Manager, Blaikie, Miller & Hines, Chemical Bank of New York Cafeteria, New York City
- Nixon, G. '49, Manager, Employee Services, International Business Machines, New York City

- Nordberg, N. L. '56, President and General Manager, Nordberg's Inc., Stoneham, Massachusetts
- O'Brien, R. W., Jr. '49, Manager, Canteen Division, Automatic Canteen Company of America, Chicago, Illinois
- Olsen, E. L. '36, Vice President, The Prophet Company, Mountainside, New Jersey
- Oniskey, L. J. '55, Food Manager, New York Port of Authority
- O'Rourke, J. C. '32, Vice President, Blaikie, Miller & Hines Inc., New York City
- Pajeski, S. J. '57, Food Service Director, Republic National Bank Building, Dallas, Texas
- Pederson, O. W. '52, Director of Food Services, Scottsdale District Schools, Phoenix, Arizona
- Petzing, J. E. '55, Assistant Vice President, Progressive Cafeteria, Inc., Chicago, Illinois
- Phelps, S. N. '39, Manager, Dining, Sleeping and Parlor Car Service, Pennsylvania Railroad, Long Island City, New York
- Plamondon, P. H. '54, Community Service Manager, Stouffer Foods Corporation, Philadelphia, Pennsylvania
- Pollock, R. L. '31, Director, Employee Services, The National Cash Register Company, Ithaca, New York
- Reas, J. R. '50, Food Service Manager, Lederle Labs, Pearl River, New York
- Reed, R. O. '53, Director of School Lunches, Corning, New York
- Ripans, A. F. '55, District Supervisor, ARA Slater, New York City
- Runk, W. A., Jr. '51, District Manager, A. L. Mathias Company, Baltimore, Maryland
- Sabella, K. J. '50, Vice President, Food Crafts Inc., Hartford, Connecticut
- St. George, E. J. '49, Manager, Nationwide Food Service, General Electric, Electronics Park, Syracuse, New York
- Saunders, H. E., Jr. '45, District Manager, Automatique Inc., Kansas City, Missouri
- Sezak, T. L. '60, Food Service Manager, Cleaves Food Service Corporation, Landon School for Boys, Bethesda, Maryland
- Simon, J. P., Jr. '55, Regional Operations Manager, ARA Slater, Detroit, Michigan
- Snowden, C. C. '33, Development Director, ARA Slater, Philadelphia, Pennsylvania
- Sorensen, F. C. '35, Owner, Food Service Management, Pueblo, Colorado
- Stanway, C. R. '49, Personnel Director, Management Food Service Division, Stouffer Foods Corporation, Philadelphia, Pennsylvania
- Starke, R. P. '52, Executive Vice President, Food Operations Inc., Buffalo, New York
- Taylor, R. B. '43, Food Service Manager, Sunbeam Corporation, Chicago, Illinois
- Thering, H. E. '54, Director of Food Service, Delco Remy Division of General Motors, Anderson, Indiana
- Thompson, C. R. '53, Cafeteria Manager, Food Crafter Inc., Philadelphia, Pennsylvania
- Weisman, P. C. '53, Food Service Manager, The Boeing Company, Seattle, Washington
- Whiteman, K. I. '41, Cafeteria Supervisor, Photo Products Plant, E. I. du Pont de Nemours, Parlin, New Jersey
- Whitney, R. W. '49, Manager-Co-Owner, Foodcrafts Inc., Seattle, Washington
- Wladis, A. N. '39, District Manager, Cease Commissary Service, Dunkirk, New York
- Woodruff, D. R. '60, Assistant Manager, Employee Services, Traveler's Insurance Company, Hartford, Connecticut
- Yochum, P. T. '48, Vice President (Operations), The A. L. Mathias Company, Baltimore, Maryland
- Zimmermann, S. A. '53, Manager, Food Services, Radio Corporation of America, Missile Electronics and Control Department, Burlington, Massachusetts

CLUBS

- Adams, R. M. '50, Manager, The Princeton Club of New York, New York City
- Amend, A. A. '56, Manager, The Players, New York City
- Arnold, D. C. '52, General Manager, Berry Hills Country Club, Charleston, West Virginia
- Ashworth, F. O., Jr. '41, Manager, The Mohawk Club, Schenectady, New York
- Baribeau, R. D. '58, Vice President, General Manager, Play Key Inc., Miami, Florida
- Bellino, J. F. '59, Manager, Hacienda Golf Club, La Habra, California
- Blasko, P. J. '41, Manager, Riviera Country Club, Coral Gables, Florida
- Booth, D. '53, Manager, Commissioned Officers Club, United States Naval Station, Newport, Rhode Island
- Breen, T. M. '48, General Manager, Fairview Country Club, Elmsford, New York
- Buescher, W., Jr. '35, General Manager, The Cloud Club, Phoenix, Arizona
- Burger, R. A. '48, Manager, Engineers Club, New York City
- Byer, A. J. '54, Manager, Middle Bay Country Club, Oceanside, New York

48 SCHOOL OF HOTEL ADMINISTRATION

- Cary, M. R. '50, Manager, Pennhills Country Club, Bradford, Pennsylvania
 Casey, B. M. '49, General Manager, Blue Mound Golf & Country Club, Wauwatosa, Wisconsin
 Clark, D. W. '55, Manager, Larchmont Yacht Club, Larchmont, New York
 Converse, F. L. '54, Manager, Battle Creek Country Club, Battle Creek, Michigan
 Cook, E. D., Jr. '57, Manager, Shaker Ridge Country Club, Loudonville, New York
 Coulson, C. L. '56, Manager, Harvard University Faculty Club, Cambridge, Massachusetts
 Craig, C. G. '36, Manager, The Youngstown Club, Youngstown, Ohio
 Cunkle, J. L. '48, Manager, University Club, Pittsburgh, Pennsylvania
 Daglian, A. '57, General Manager, Cornell Club, New York City
 Davenport, R. W. '54, Manager, The Club at Point O'Woods, New York
 Decker, E. D. '32, Manager, Lakewood Country Club, St. Petersburg, Florida
 Durgee, R. B. '62, Manager, Overseas Press Club, New York City
 Elvins, W. T. '58, Club Manager, Laguna Miguel Corporation, Laguna, California
 Farrar, W. E. '50, Manager, Maple Bluff Country Club, Madison, Wisconsin
 Felshow, E. R. '52, Manager, Ausable Club, St. Huberts, New York
 Frazer, H. E. '34, Manager, Summit Club, Memphis, Tennessee
 Frederick, P. C. '47, General Manager, Knollwood Club, Lake Forest, Illinois
 Fried, B. '55, Manager, Oaklane Country Club, Woodbridge, Connecticut
 Fulop, N. I. '58, Manager, Quadrangle Club, Chicago, Illinois
 Gagnon, R. E. '44, Manager, Overbrook Country Club, Philadelphia, Pennsylvania
 Garwood, W. G. '48, Manager, Toledo Club, Toledo, Ohio
 Girmonde, J. R. '58, Assistant Manager, Twin Ponds Golf & Country Club, New York Mills, New York
 Grinnan, W. T. '58, Manager, Faculty Club, University of Rochester, Rochester, New York
 Haynes, C. E. '44, Manager, Detroit Golf Club, Detroit, Michigan
 Hearn, J. D. '53, General Manager, Park Country Club, Buffalo, New York
 Hecht, L. L. '49, Manager, Sylvania Country Club, Toledo, Ohio
 Henderson, J. E. '58, General Manager, Oakburne Country Club, Lafayette, Louisiana
 Henry, B. W. '58, General Manager, El Dorado Royal Country Club, Shingle Springs, California
 Hollister, F. H. '32, Manager, Scarsdale Golf Club, Hartsdale, New York
 Huber, H. L. '39, Manager, Westwood Country Club, Buffalo, New York
 Jehlen, G. C. '51, Manager, Sleepy Hollow Country Club, Scarborough, New York
 Kirwan, R. F. '54, General Manager, Playboy Club, New York City
 Lamond, W. W. '38, Manager, Norfolk Yacht & Country Club, Norfolk, Virginia
 Landmark, R. M. '51, Executive Assistant, Club Managers Association of America, Washington, D. C.
 Lockwood, L. C. '47, Manager, Gaston Country Club, Gastonia, North Carolina
 Lucha, A. M. '35, General Manager, Wilmington Country Club, Wilmington, Delaware
 Lyon, E. W. '38, Executive Secretary, Club Managers Association of America, Washington, D.C.
 Masterson, D. H. '52, Manager, Winged Foot Golf Club, Mamaroneck, New York
 Meyer, W. J. '58, Manager, Seminole Golf Club, Palm Beach, Florida
 Montague, O. E. '41, General Manager, Springfield Country Club, Springfield, Ohio
 Moon, H. V. '30, Manager, Charlotte Country Club, Charlotte, North Carolina
 Morrison, W. B. '36, Manager, MIT Faculty Club, Cambridge, Massachusetts
 Morrison, W. P. '50, Manager, Sequoyah Country Club, Oakland, California
 Murray, T. F. '60, Manager, Elmira City Club, Elmira, New York
 Newton, J. D. '52, Manager, The Gaslight Club, Paris, France
 Niel, R. M., Jr. '48, Manager, Princess Anne Country Club, Virginia Beach, Virginia
 Parkinson, F. '43, Manager, Glen Flora County Club, Waukegan, Illinois
 Pavelka, M. '58, Manager, Gas Light Club, Los Angeles, California
 Pearce, J. D. '52, Manager, Binghamton Club, Binghamton, New York
 Penn, J. N. '49, Manager, Union League Club, New York City
 Peterson, W. L. '46, Manager, Wheeling Country Club, Wheeling, West Virginia
 Peugeot, P. D. '59, Club Specialist, United States Navy Ship's Store Office, Brooklyn, New York
 Poteet, J. T. '56, Manager, The Country Club, Farmington, Connecticut
 Reyelt, H. G. '39, Owner-Partner, Beach & Tennis Club, New Rochelle, New York
 Reynolds, J. B. '58, Manager, Castle View Town & Country Club, Atlanta, Georgia
 Reynolds, J. M. '58, Partner-Manager, Indian Kettles Club, Hague, New York
 Ripper, D. H. '40, General Manager, Detroit Club, Detroit, Michigan
 Rockey, J. A. '39, Manager, Shuttle Meadow County Club, New Britain, Connecticut
 Rohde, R. K. '51, Manager, Faculty Club, Ohio State University, Columbus, Ohio
 Rorke, W. S. '51, Assistant to General Manager, The Washington Athletic Club, Seattle, Washington

Ross, R. S. '51, Manager, Glen Ridge Country Club, Glen Ridge, New Jersey
 Saltsman, T. R. '63, General Manager, Playboy Club, Kansas City, Missouri
 Satterthwait, W. J., Jr. '51, Manager, Wykagyl Country Club, New Rochelle, New York
 Seely, R. '41, Manager, Harvard Club of Boston, Boston, Massachusetts
 Shaner, F. E. '50, Manager, The Broad Street Club Inc., New York City
 Shaw, F. H. '49, Manager, Exmoor Country Club, Highland Park, Illinois
 Shissias, G. G. '57, Manager, Forest Lake Club, Columbia, South Carolina
 Siverson, G. C., Jr. '49, Manager, Memorial Drive Country Club, Houston, Texas
 Skinner, D. K. '27, Manager, Albany Country Club, Albany, New York
 Swenson, D. C. '28, Manager, Essex Fells Golf Club, Essex Fells, New Jersey
 Taylor, E. J. '37, Manager, Doylestown Country Club, Doylestown, Pennsylvania
 Ten Broeck, D. L. '37, Manager, Yorick Club, Lowell, Massachusetts
 Terhune, D. L. '52, Manager, Gainesville Golf & Country Club, Gainesville, Florida
 Thomas, F. J. '49, Manager, Saucon Valley Country Club, Bethlehem, Pennsylvania
 Tower, H. E. '47, Manager, University Club, Syracuse, New York
 Travis, Whitney '42, General Manager, Yale Club, New York City
 Wallace, C. C. '49, Manager, The Wellesley College Club, Wellesley, Massachusetts
 Wannop, H. W. '42, Food and Beverage Manager, Lake Placid Club, Lake Placid, New York
 Wannop, J. W. '42, Manager, Wianno Club, Wianno, Massachusetts
 Watts, R. D. '56, General Manager, Houston Club, Houston, Texas

HOSPITALS

Ainslie, N. J. '57, Director of Food Department, Community Hospital, Indianapolis, Indiana
 Alsedek, A. E. '56, Food Service Manager, Hospital Food Management, Good Samaritan Hospital, Lexington, Kentucky
 Badger, C. R. E. '49, Assistant Director, Akron City Hospital, Akron, Ohio
 Bowen, O. M. '40, Administrator, Allentown Hospital, Allentown, Pennsylvania
 Brundage, W. P. '38, Food Service Manager, North Miami General Hospital, Miami, Florida
 Butler, R., Jr. '50, Food Service Director, Mental Health Institute, Mt. Pleasant, Iowa
 Caddy, E. R. '33, Administrator, Westmoreland Hospital, Greensburg, Pennsylvania
 Calvert, D. '51, Administrative Assistant for Food Services, Columbia Presbyterian Medical Center, New York City
 Card, H. F. '54, Assistant Food Director, Mount Sinai Hospital, New York City
 Christoph, C. F. '51, Food Service Manager, M. W. Wood Catering Company, Easton Hospital, Easton, Pennsylvania
 Cleary, E. J. '40, Food Service Manager, United Food Management Service, Auburn Memorial Hospital, Auburn, New York
 Colby, J. W. '48, Administrator, St. Luke's Hospital, Spokane, Washington
 Craighead, G. F. '49, Assistant Director, Presbyterian St. Luke's Hospital, Chicago, Illinois
 Cummings, R. E. '40, Administrator, J. C. Blair Memorial Hospital, Huntingdon, Pennsylvania
 Douglass, C. R. '32, Assistant Administrator, District of Columbia General Hospital, Washington, D. C.
 Eaton, R. G. '27, Administrator, The Samaritan Hospital, Troy, New York
 Finlayson, R. L. '58, Assistant Director, Waterbury Hospital, Waterbury, Connecticut
 Fread, R. G. '58, Manager, Hospital Food Management, Wyckoff Heights Hospital, Brooklyn, New York
 Geggis, W. L. '63, Food Service Director, Hospital Food Management, Wake County Hospital Authority, Raleigh, North Carolina
 Gibbons, H. C. '55, Director of Dietary Services, The Christ Hospital, Cincinnati, Ohio
 Gifford, R. D. '54, Assistant Superintendent, University of Chicago Hospitals and Clinics, Chicago, Illinois
 Haden, H. W. '56, Administrator, Tobey Hospital, Wareham, Massachusetts
 Hansen, R. D. '60, Assistant Administrator, Children's Hospital, San Francisco, California
 Hinson, M. E. '50, Food Service Manager, Roosevelt Hospital, New York City
 Jack, R. L. '55, District Manager, Hospital Food Management, Philadelphia, Pennsylvania
 Johnson, W. C. '44, Executive Director, Hospital Association of Rhode Island, Providence, Rhode Island
 Johnson, W. H., Jr. '59, Regional General Manager, ARA Hospital Food Management, Chicago, Illinois
 Kincade, D. A. '49, Administrator, Memorial Hospital, Burlington, Wisconsin
 Longnecker, K. W. '37, Administrator, Leahi Hospital for Tuberculosis, Honolulu, Hawaii

50 SCHOOL OF HOTEL ADMINISTRATION

- Ludewig, V. F. '34, Administrator, The George Washington University Hospital, Washington, D.C.
- Madel, R. P., Jr. '52, Manager, Lake Shore Inn Nursing Home, Waseca, Minnesota
- McCarthy, F. J., Jr. '61, Administrator, Strang Clinic, New York City
- Myers, W. W. '48, Director of Food Service, Buffalo General Hospital, Buffalo, New York
- Nesbitt, W. B. '63, Food Supervisor, Good Samaritan Hospital, Suffern, New York
- Newell, W. T., Jr. '54, Assistant Director, General Service Division, Fairfax Hospital, Fairfax, Virginia
- Newton, R. R. '59, Food Service Manager, Union Memorial Hospital, Baltimore, Maryland
- Oakes, H. A. '56, Director, Hospital Service Division, The Prophet Company, Detroit, Michigan
- Petersen, J. H. '50, Operations Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Reiman, P. K. '45, Associate Director, Maine Medical Center, Portland, Maine
- Richman, E. L. '47, Associate Director, Manhattan General Hospital, New York City
- Rogers, C. T. '55, Food Service Director, Hospital Food Management, Church Home and Hospital, Baltimore, Maryland
- Rudiger, H. F., Jr. '33, Administrator, Southside Hospital, Bay Shore, New York
- Smith, J. L. '48, Senior Associate Director and General Administrator, Menorah Medical Center, Kansas City, Missouri
- Thelander, T. A., III '58, Director, Food Services, Prophet Company, Reid Memorial Hospital, Richmond, Indiana
- Thompson, R. H. '47, Food Service Director, George Washington University Hospital, Washington, D.C.
- Vanderslice, J. A. '43, District Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Vanderwarker, R. D. '33, Acting President, Memorial Center for Cancer & Allied Diseases, New York City
- Vaughan, J. S. '60, District Manager, ARA Hospital Food Management, Raleigh, North Carolina
- Whelan, T. E. '52, Operations Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Whitacre, E. B. '35, Director of Food Service, Glens Falls Hospital, Glens Falls, New York
- Williams, G. C. '52, Assistant Director, Miami Valley Hospital, Dayton, Ohio
- Zembruski, L. M. '51, Food Service Manager, West Suburban Hospital, Oak Park, Illinois

COLLEGES AND UNIVERSITIES

- Aschwandten, R. J. '58, Regional Operations Manager, ARA Slater, Indiana, Pennsylvania
- Begin, D. F. '59, Manager, Saga Food Service, Wells College, Aurora, New York
- Bickert, D. G. '51, Director of Dormitory and Food Service, University of Delaware, Newark, Delaware
- Callahan, J. M. '59, Manager, Willard Straight Dining Services, Ithaca, New York
- Cooper, W. F. '56, Manager, Saga Food Service, Monmouth College, West Long Branch, New Jersey
- Cope, H. C. '41, Business Manager and Comptroller, Earlham College, Richmond, Indiana
- Cousins, J. A. '50, Manager, Saga Food Service, Western Illinois University, Macomb, Illinois
- Dalla, F. C. '49, Director of Housing and Student Union, University of Illinois, Chicago, Illinois
- Davis, W. N. '31, Director of Plant Housing and Food Operations, Brown University, Providence, Rhode Island
- Dean, H. H., Jr. '56, Supervisor of Vending, Yale University, New Haven, Connecticut
- Dobie, A. R. '56, Assistant Director, Food Services, Yale University, New Haven, Connecticut
- Downing, J. P. '40, Business Administrator, Pomfret School, Pomfret, Connecticut
- Dwyer, J. L. '57, Manager, Food Service, ARA Slater, Student Center, Southern Illinois University, Carbondale, Illinois
- Dylla, H. F., Jr. '47, Staff Consultant, School Food Service, Slater Food Service Management, Philadelphia, Pennsylvania
- Earl, J. B. '56, Director and Coordinator of Food Service, Drexel Institute of Technology, Philadelphia, Pennsylvania
- Fishbeck, Paul '56, Manager, Saga Food Service, Lewis & Clark College, Portland, Oregon
- Fisher, W. H. '28, Director of Student Housing, University of Miami, Coral Gables, Florida
- Gackenbach, L. H. '55, Manager, M. W. Wood Catering Service Inc., Lehigh University, Easton, Pennsylvania
- Gallagher, F. J. '53, Food Service Director, Fordham University, Bronx, New York

- Hannum, P. C. '33, Business Manager, University of California, Los Angeles, California
- Harrington, R. C. '50, Food Service Director, Student Union, Stanford University, Stanford, California
- Harrison, J. M. '59, Manager, Food Service, ARA Slater, Clarkson College, Potsdam, New York
- Havice, A. J. '58, Director of Food Services, University of Michigan League, University of Michigan, Ann Arbor, Michigan
- Heskett, R. M. '53, Manager, Residence Hall, University of California at Los Angeles
- Hilburt, J. H. '59, Catering Manager, Princeton University, New Jersey
- Holbrook, R. F. '59, Manager, Food Service, ARA Slater, Green Mt. Junior College, Poultney, Vermont
- Huggins, F. A., Jr. '58, Manager, Saga Food Service, Grinnell College, Grinnell, Iowa
- Hurlburt, C. G., Jr. '53, Director of Dining Halls, Harvard University, Cambridge, Massachusetts
- Kersey, R. L. '49, Director of Auxiliary Enterprises, University of Nevada, Reno, Nevada
- Ketterer, V. M. '37, New Jersey Supervisor, Saga Food Service, Glen Ridge, New Jersey
- Kimball, M. C. '54, Director of Housing, Washington Square, New York University, New York City
- King, H. P., Jr. '47, Director of Dining Halls, Virginia Polytechnic Institute, Blacksburg, Virginia
- Koosman, C. S. '60, Unit Food Service Manager, UCLA Residential Halls, Los Angeles, California
- Kulp, R. R. '45, Food Service Director, Orange State College, Fullerton, California
- Langknecht, H. L. '53, Manager, Food Service, ARA Slater, Dickinson College, Carlisle, Pennsylvania
- Lloyd, D. E. '48, Business Manager, Worcester Polytechnic Institute, Worcester, Massachusetts
- LoBello, L. V. '56, Business Manager, Alderson-Broadhus College, Philippi, West Virginia
- Mackinnie, A. A. '61, Assistant Director of Housing, Colorado State University, Fort Collins, Colorado
- Marker, P. M. '61, Manager, Food Service, The Prophet Company, Pasadena College, Pasadena, California
- McCarthy, C. E. J. '56, Manager, Business School Dining Hall, Harvard University, Cambridge, Massachusetts
- McMahon, P. B. '55, Manager, Saga Food Service, Trenton State College, Trenton, New Jersey
- Miller, H. A. '48, Manager, Slater Food Service Management, Baylor University, Waco, Texas
- Minah, T. W. '32, Director, Dining Halls, Duke University, Durham, North Carolina
- Mitchell, L. E. '59, Manager, Food Service, ARA Slater, Harpur College, Binghamton, New York
- Morton, R. A. '53, Public Relations Director, Cornell College, Mt. Vernon, Iowa
- Norden, W. C. '52, Director, Student Union and Auxiliary Services, Eastern Montana College of Education, Billings, Montana
- Nothelfer, J. O. '63, Cafeteria Manager, Food Operations Inc., Westchester Community College, White Plains, New York
- Palmer, R. E. '50, Director of Food Service, State University of New York, College of Education, Oswego, New York
- Partridge, H. R. '40, Business Manager, Florida A. & M. University, Tallahassee, Florida
- Payne, P. R. '51, Director of Food Service, Slater Systems International, College of Agriculture, Mayaguez, Puerto Rico
- Pearson, F. A. '48, Administrative Assistant to Director, Housing and Dining Services, Cornell University, Ithaca, New York
- Post, J. D. '52, Business Manager, the Putney School, Putney, Vermont
- Price, E. T. '47, Residence Halls Administrator, University of California, Davis, California
- Raymond, R. L. '47, Manager, Slater Food Service Management, Hope College, Holland, Michigan
- Raynor, H. W. '56, Food Service Director, Russell Sage College, Troy, New York
- Root, T. P. '58, Assistant Director, Food Service, Princeton University, Princeton, New Jersey
- Ryon, S. R. '47, Manager, Dining Services, Cornell University, Ithaca, New York
- Satterthwait, C. S., Jr. '43, Director of Food Service, Slater Food Service Management, University of Alabama, Tuscaloosa, Alabama
- Scott, H. D. '59, Director of Food Services, Wisconsin State College, Stevens Point, Wisconsin
- Shaw, L. J. '48, Food Service Manager, State University Teachers College, Fredonia, New York
- Shaw, M. R. '34, Director of Housing and Dining Services and Assistant University Controller, Cornell University, Ithaca, New York
- Snyder, K. S. '48, Assistant Vice President, Auxiliary Enterprises, University of Hawaii, Honolulu, Hawaii
- Spencer, M. D. '61, Manager, Food Operations Inc., Corning Community College, Corning, New York
- Starnes, H. L. '60, Assistant Director, Dining Halls, Duke University, Durham, North Carolina
- Strohkorb, A. W. '51, Director of Food Services, Princeton University, Princeton, New Jersey

52 SCHOOL OF HOTEL ADMINISTRATION

Swift, E. H. '55, President, Student Housing, Inc., Los Angeles, California
Tipton, W. D. '58, Manager, Saga Food Service, Graduate House, Western Reserve University, Cleveland, Ohio
Vandersteur, Pieter '62, Foods Manager, Miami University Center, Oxford, Ohio
Voorhess, A. A. '51, Food Service Supervisor, Men's Dining Halls, Pennsylvania University, State College, Pennsylvania
Wallen, R. K. '50, Business Manager, St. George's School, Newport, Rhode Island
Weissbecker, F. J. '46, Manager, Quincy House, Harvard University, Cambridge, Massachusetts
Wentz, W. J. '58, Manager, Food Service, ARA Slater, University of South Carolina, Columbia, South Carolina
Whiting, E. A. '29, Director, Willard Straight Hall, Ithaca, New York
Winkelman, G. W. '51, Manager, Food Service, ARA Slater, State College, La Crosse, Wisconsin
Winship, J. '54, Business Manager, Westminster School, Simsbury, Connecticut
Wright, B. B. '57, Manager, Saga Food Service, Coe College, Cedar Rapids, Iowa
Zellmer, J. R. '43, Director, University Food Services, Ohio State University, Columbus, Ohio

AIRLINES

Babcock, J. L., Jr. '36, Superintendent of Airline Catering, Union News Company, New York City
Bollman, C. F., Jr. '41, Assistant Manager, Food Service, Eastern Airlines, New York City
Breed, E. W. '44, New England Director, Community Relations, Eastern Air Lines, Boston, Massachusetts
Buehler, D. H. '60, Supervisor of Menu Planning, Trans World Airlines, Kansas City, Kansas
D'Agostino, A. R. '56, Dining Service Manager, Trans World Airlines, Kansas City, Missouri
Droz, A. W. '40, Commissary Superintendent, Latin American Division, Pan American World Airways, Miami, Florida
Eames, D. B. '41, Manager, Food Services, Eastern Air Lines, New York City
Frank, L., Jr. '57, Assistant Director, Airline Catering, Dobbs House Inc., Memphis, Tennessee
Freese, D. M. '48, Commissary Supervisor, Pan American World Airways, International Airport, San Francisco, California
Gibson, P. B. '43, Administrative Assistant to the Vice President, Sky Chefs, New York City
Haverly, F. R. '42, Director, Food and Catering Services, American Airlines, New York City
Herbig, C. W. '55, Supervisor, Catering Performance, American Airlines, New York City
Judge, L. A., Jr. '59, Manager, Flight Kitchen, Continental Airlines, Los Angeles, California
Kersey, J. R. '40, Vice President, Airlines Catering, Interstate Hosts Inc., Los Angeles, California
Kilborn, P. C. '50, Executive Vice President, Sky Chefs, New York City
McCrory, F. H. '39, Commissary Superintendent, Pacific-Alaska Division, Pan American World Airways, International Airport, San Francisco, California
McDonough, J. J. '44, Dining Service Manager, United Air Lines, International Airport, San Francisco, California
Melius, J. A. '50, Staff Assistant, In-Flight Services—West, United Air Lines, Stapleton Airfield, Denver, Colorado
Natunen, E. O. '37, Airlines Manager, Hot Shoppes Caterers Inc., Newark Airport, New Jersey
Nosedá, R. H. '52, District Four Manager, Airlines Catering Service, Hot Shoppes Caterers, Inc., Miami International Airport, Miami, Florida
Parrott, P. J. '41, Director, In-Flight Services, Continental Airlines, Los Angeles International Airport, California
Rector, E. P. '61, Personnel Selection Manager, Sky Chefs, New York City
Ulfelder, S. '38, District Sales Manager, Iberia Air Lines of Spain, Philadelphia, Pennsylvania

OTHER RELATED ACTIVITIES

Adair, C., Jr. '42, Vice President and Sales Manager, L. H. Parke Company, Philadelphia, Pennsylvania
Adams, B. B. II '35, Supervisor, Division of Institutions, State Purchasing Commission, Tallahassee, Florida
Adams, M. C. '56, Hotel and Club Manager, Seagram Distillers Corporation, New York City
Alexander, W. F. '26, Milk and Restaurant Sanitarian, New York State Department of Health, Albany, New York
Archer, G. E. '51, Owner and General Manager, Travel Advisors Inc., Seattle, Washington

- Atherton, H. R. '44, Institutional Marketing Manager, Morton Frozen Foods Division, Continental Baking Company, New York City
- Baldwin, D. C. '49, Superintending Steward, United States Lines, New York City
- Barbour, H. O. '48, Director, School of Hotel, Restaurant and Institutional Management, Michigan State University, East Lansing, Michigan
- Barclay, J. W. '47, General Superintendent, Prepared Foods Division, Seabrook Farms Company, Seabrook, New Jersey
- Barrett, J. H. '43, Partner, Gilfoil & McNeal Accountants, Syracuse, New York
- Beck, R. A. '42, Dean, School of Hotel Administration, Cornell University, Ithaca, New York
- Becker, G. H., Jr. '41, Partner, Stover, Butler & Murphy, Syracuse, New York
- Benway, L. L. '28, Assistant Vice President, Hotel Loans and Property, Metropolitan Life Insurance Company, New York City
- Bishop, A. H., Jr. '49, President, Jeans Foods of New Jersey, Linden, New Jersey
- Bizal, J. A. '32, Production Manager, Illinois Cereal Mills Inc., Paris, Illinois
- Blair, R. C. '50, Executive Director, Plum Landing, Aurora, Illinois
- Bonser, R. C. '43, Division Sales Manager, E. J. Brach & Sons Candy Company, Westport, Connecticut
- Bradley, F. L. '48, Partner, Peat, Marwick, Mitchell & Company, Buffalo, New York
- Briggs, F. H. '35, First Vice President, Equitable Assurance Society, and General Manager, Gateway Center, Pittsburgh, Pennsylvania
- Buncom, H. J. '55, Merchandising Inventory Supervisor, Chock Full O' Nuts, New York City
- Burger, J. F. '50, General Manager, Kansas Packing Company of New Orleans, Louisiana
- Burritt, M. B. '44, Director, Special Services, Horwath & Horwath, Miami, Florida
- Carpenter, C. H., Jr. '51, Manager, Field Representative Department, American Automobile Association, Washington, D. C.
- Chandler, J. D. '55, Promotion Manager, Institutional Products, the Pillsbury Company, Minneapolis, Minnesota
- Cini, J. C. '54, Director of Food Facilities Design, Hot Shoppes, Washington, D. C.
- Conner, J. W. '40, Director, Educational Institute of AH&MA, New York City
- Corwin, C. D., Jr. '35, Food Service Field Representative, Hospitality Education Program, Florida State Hotel & Restaurant Association, Florida State University, Tallahassee, Florida
- Dermoddy, D. A. '53, Partner-General Manager, Commercial Building Maintenance Company, Dallas, Texas
- Dorf, D. C. '55, Research Associate, Hotel Sales Management Association, Atlantic City, New Jersey
- Dunn, P. A. '37, Chief, Food Branch, North Germany, European Exchange Service
- Dunn, W. P., II '51, Vice President, Eastern Sales, Golden Dipt Company, New York City
- Dykes, C. E. '36, Controller, Avon Products Inc., New York City
- Eldridge, H. G. '42, Branch Manager, Ice Cream Division, H. P. Hood & Sons, Worcester, Massachusetts
- Erickson, J. H., Jr. '41, Treasurer, Sucrest Corporation, New York City
- Evans, R. G. '28, Owner, Station WYZZ, Wilkes Barre, Pennsylvania; Manager, Station WBSM, New Bedford, Massachusetts
- Ewen, J. W. '57, Convention Manager, Institutional Products Division, General Foods Corporation, White Plains, New York
- Fassett, J. S., III '36, Director, Membership Services, American Hotel Association, New York City
- Fithian, P. S. '51, President-Owner, Greeters of Hawaii, Honolulu International Airport, Honolulu, Hawaii
- Flacks, J. D. '57, Commissary Superintendent, American Export Lines, Hoboken, New Jersey
- Fletcher, R. E. '48, Associate, Arthur W. Dana, Food Operations Consultant, New York City
- Foertsch, W. H. '39, President, Walter H. Foertsch and Associates, Rochester, New York
- Getman, F. B. '35, District Manager, Joseph Schlitz Brewing Company, Montgomery, Alabama
- Goodbrand, W. A. '47, Merchandise Manager, Foods & Chain Foods Sponsor, Hudson's Bay Company, Vancouver, Canada
- Gordon, H. F. '45, President, Jones, McDuffee & Stratton Inc. and Morris Gordon & Son Inc., Boston, Massachusetts
- Gordon, M., II '49, President, Morris & Son Inc., Boston, Massachusetts
- Greene, E. R. '48, Editorial Director, Hayden Publishing Company, Ahrens Division, New York City
- Grohmann, H. V. '28, President, Needham & Grohmann Inc., Advertising Agency, New York City
- Hahn, F. A. '57, Manager, Jello Division, General Foods Corporation, White Plains, New York
- Harned, W. H. '35, Executive Vice President, Tele-Sound Inc., Philadelphia, Pennsylvania
- Harron, J. F. '47, Director of Sales, Robert F. Warner Inc., Advertising Agency, New York City

54 SCHOOL OF HOTEL ADMINISTRATION

- Hazelwood, J., Jr. '63, Manager, Prepared Food Service, Special Products Division, Armour & Company, Chicago, Illinois
- Heinsius, H. A. '50, Vice President, Needham & Grohmann Inc., Advertising Agency, New York City
- Hetherington, W. S. '59, Assistant to Sales Manager, McCormick & Company, Baltimore, Maryland
- Hoff, H. V. '47, Director of Hotel Administration, St. Petersburg Junior College, St. Petersburg, Florida
- Hopwood, D. J. '45, President, Foodco Inc., Bronx, New York
- Kinsley, E. W. '43, Partner, Glickman & Kinsley, Hudson, New York
- Johnson, S. W. '45, District Traffic Superintendent, New York Telephone Company, New York City
- Johnston, L. M. '57, President and Manager, Electronic Data Processing Inc., Fort Lauderdale, Florida
- Jolly, K. N. '41, Director, Corporate Relations, Campbell Soup Company, Camden, New Jersey
- Jones, R. A. '54, Manager, Community Activities, General Electric Company, Syracuse, New York
- Jones, R. W. '48, Assistant Merchandising Manager, Wholesale Towel Department, Cannon Mills Inc., New York City
- Koehl, A. E. '28, Chairman of the Board, Koehl, Landis & Landan Inc., New York City
- Krieger, C. A. '29, Director of Personnel, Merck, Sharp & Dohme, West Point, Pennsylvania
- Lesure, J. D. '44, Partner, Horwath & Horwath, Hotel Accountants, New York City
- MacDonald, C. A. '55, Manager, Institution Product Sales, Frozen Prepared Foods Division, Stouffer Foods Corporation, Cleveland, Ohio
- Marshall, C. L. '50, Assistant to Vice President of Operations, Swift & Company, Chicago, Illinois
- Martin, J. W. '49, Food Service Specialist, United States Navy Supply Research & Development Facility, Naval Supply Depot, Bayonne, New Jersey
- Mayer, H. M. '39, Vice President, Oscar Mayer & Company, Chicago, Illinois
- McCarthy, R. S. '54, Systems Supervisor, Horwath & Horwath, Hotel Accountants, New York City
- Minami, Y. '60, Manager, Planning Section, Foreign Travel Department, Nippon Travel Agency, Tokyo, Japan
- Morrison, J. A. '30, Executive Director, Philadelphia Convention and Visitors Bureau, Philadelphia, Pennsylvania
- Mullane, J. A. '35, Owner, James A. Mullane Insurance Agency, Springfield, Massachusetts
- Munns, R. B. '27, Purchasing Agent, Federal Government Military Subsistence Market Center, Kansas City, Missouri
- Nolin, J. H. '25, Partner, Horwath & Horwath, Hotel Accountants, New York City
- Obernauer, Marne, '41, Vice President, The Taylor Wine Company, New York City
- Pendias, S. P. '42, Vice President, Irving Trust Company, New York City
- Pentecost, W. I. '33, Vice President, West Side Bank, Scranton, Pennsylvania
- Percival, R. B. '54, Food and Beverage Project Manager, Harris, Kerr, Forster, New York City
- Perry, J. C. '54, Owner, Perry Brothers Candy Company, Salt Lake City, Utah
- Perry, R. O. '55, District Manager, Scott Paper Company, Pennsylvania
- Petersen, R. D. '52, Vice President, General Manager, Petersen-Owens Inc., Hotel and Steamship Meat Supply, New York City
- Pew, R. H. '33, Professor in charge of Hotel Administration, University of New Hampshire, Durham, New Hampshire
- Purchase, H. J. '49, Head, Department of Hotel Management, Paul Smith's College, Paul Smiths New York
- Randall, D. A. '54, Vice President, Group Sales Travel Consultants Inc., Washington, D. C.
- Randolph, R. F. '52, Partner, Maxfield, Randolph & Carpenter, Accountants, Ithaca, New York
- Ready, F. A., Jr. '35, Vice President, International Operations, Dunham & Smith Inc., New York City
- Reagan, R. A., Jr. '38, Manager, Gateway Center, Pittsburgh, Pennsylvania
- Rittscher, E. '51, Tourism Promotion Advisor, ROCAR, AID, Guatemala City, Guatemala
- St. Laurent, G. C. '33, President, Hotel Research Laboratories, Closter, New Jersey
- Samuels, R. F. '60, Assistant to Director, Miami Beach Convention Bureau, Miami Beach, Florida
- Savage, K. H. '26, Traffic Personnel Supervisor, New York Telephone Company, Brooklyn, New York
- Schweid, P. M. '41, Vice President, Victor Kramer Company, Laundry Management Consultants, New York City
- Seiler, D. K. '42, Director, Frozen Food Marketing, Berry, Blue, Bruce & Fitzgerald, Watertown, Massachusetts
- Shelton, J. D. '34, Sales Manager, City Vending Corporation, New York City
- Smith, T. M. '39, Manager, Horwath & Horwath, Hotel Accountants, San Juan, Puerto Rico

- Snyder, V. T. '35, Executive Vice President, International Beverage Supply Company, New York City
- Spilman, I. M. '54, Training & Communications Manager, Scott Paper Company, Philadelphia, Pennsylvania
- Springer, G. E., Jr. '40, President, Bates & Springer Inc., Manager of Apartments, Office Buildings and Motels, Cleveland, Ohio
- Stieglitz, R. P. '31, Assistant Vice President, New York Life Insurance Company, New York City
- Stoviak, F. S. '48, Eastern Zone Manager, Waste King Corporation, Philadelphia, Pennsylvania
- Sullivan, W. L. '53, President, Red Carpet of Rochester Inc., Rochester, New York
- Terrell, B. W. '42, General Sales Manager, Farm House Frozen Foods Inc., Miami, Florida
- Thomas, J. A. '57, Assistant Sales Manager, S. Gumpert Company, Jersey City, New Jersey
- Vallen, J. J. '50, Chairman, Hotel and Foods Management, State University of New York, Canton, New York
- Vesley, H. P. '49, Project Director, Management Advisory Services Department, Harris, Kerr, Forster, New York City
- Vinnicombe, E. J., Jr. '33, Vice President, Institution Division, McCormick & Company, Baltimore, Maryland
- Waldron, P. A. '35, Senior Partner, Philip A. Waldron Associates, Restaurant and Motel Consultants, Woodmont, Connecticut
- Wotiz, M. H., Jr. '34, Vice President, Wotiz Meat Company, Newark, New Jersey



Professor O. Ernest Bangs, in the Food Facilities Engineering laboratory, assists a group of students who are working on the redesign of an actual kitchen to produce 1,000 meals a day.

ADMISSION

ADMISSION to the School of Hotel Administration is granted in September and in February to the prospective student who meets:

- A. The regular academic entrance requirements, and
- B. The requirements in personal qualifications.

A. ACADEMIC REQUIREMENTS

The applicant must have completed a secondary school course and must offer sixteen units of entrance credit including English, four units, mathematics, three units, and science, one unit (preferably chemistry or physics). The remaining units should include additional mathematics and sciences, social studies (including history), and a foreign language. The Scholastic Aptitude Test of the College Entrance Examination Board is required.

ENGLISH, 4 YEARS (required of all entering students).....4

FOREIGN LANGUAGES (modern and ancient)

French	1-4	Spanish	1-4
German	1-4	Greek	1-3
Hebrew	1-3	Latin	1-4
Italian	1-3		

(If a foreign language is offered for entrance, it is desirable to present at least two years, although credit will be granted for a single year of study in not more than two languages.)

MATHEMATICS

Elementary Algebra	1	Plane Geometry	1
Intermediate Algebra	1	Solid Geometry	½
Advanced Algebra	½	Plane Trigonometry	½

SCIENCES

Biology	1	General Science	1
Botany	½-1	Physical Geography	½-1
Chemistry	1	Physics	1
Earth Science	½-1	Zoology	½-1

(If a unit in biology is offered, a half-unit in botany and a half-unit in zoology may not also be counted.)

SOCIAL STUDIES, including history (each course).....½-1

VOCATIONAL SUBJECTS

Agriculture	½-1	Industrial Arts	½-1
Bookkeeping	½-1	Electives—any high school subject or	
Drawing	½-1	subjects not already used and acceptable	
Home Economics	½-1	to the University	½-2

High school and other preparatory work is appraised in the Office of Admissions, to which the formal application and credentials should be sent. Correspondence relating to the academic admission requirements should be directed to the Office of Admissions, Day Hall, Cornell University, Ithaca, New York.

A candidate may obtain credit in the subjects he wishes to present for admission in one or more ways, or some combination of them, as follows:

1. By presenting an acceptable school certificate.
2. By passing, in the required subjects, the achievement tests of the College Entrance Examination Board, or
3. By passing the necessary Regents examinations.

Since students enroll for the work in hotel administration at Cornell University from all parts of the United States and from other countries, and since the subjects of study available to students in the high schools vary from section to section, the prospective student is allowed wide freedom in the choice of his high school subjects. Only English, obviously valuable, and the minimum mathematics necessary for the important required sequence of courses in engineering are specified. Students and vocational advisers should not, however, be misled by this freedom. The curriculum in hotel administration includes a number of rigorous courses in accounting, science, and engineering, and, while the committee on admissions gives due weight to the more personal factors, it insists, for the protection of the prospective student, on evidence of good scholastic ability—ability to carry an exacting college program.

The committee believes that a sequence of study of at least three years of a foreign language is likely to be useful to the hotel man or restaurateur and that its completion is an evidence of scholastic ability. Two years of a language are of much less value than three.

While not required, a four-year sequence in mathematics is evidence of good workmanship. Trigonometry is useful in the engineering courses. Of the sciences, physics (an additional foundation for engineering) and chemistry are preferred. Some history should be included.

For those students who attend the larger schools with a wealth of offerings, some suggestions as to choice of studies may be welcome. In the selection of a preparatory course, consideration should be given to the student's interests and the school's facilities. It may be, nevertheless, that the *suggested* preparatory program below will be helpful to the adviser, the parent, and the student.

English, four units

Mathematics, three or four units

Elementary algebra, intermediate algebra, and plane geometry. Also, if possible, trigonometry, advanced algebra, or solid geometry

History, at least one unit

Chosen according to interest of the student and facilities of the school.

Foreign language, three units

French, German, Spanish, or Latin

Science, two units

Physics (helpful in engineering); chemistry (helpful with foods work); general science; biology (helpful with foods work)

Electives, enough units to make the total sixteen.

B. PERSONAL REQUIREMENTS

As more applicants can meet the requirements stated under "A" above than can be accommodated, the faculty attempts to choose through a Committee on Admissions (whose decisions are final) those likely to profit most by the instruction offered. The Committee asks that each prospective student arrange an interview with a representative of the School and that each prospective student take the Scholastic Aptitude Test given by the College Entrance Examination Board.* Applicants are required to furnish three pictures, passport size, with the formal application or at the time of the interview.

* By exception this requirement is waived in the cases of applicants who are college graduates and in the cases of applicants whose mother tongue is not English.

The interviews are best held in Ithaca. Therefore, candidates who can conveniently visit Ithaca are urged to do so. They will profit by an acquaintance with the University, its facilities, and its staff. The interview will be most meaningful. In his correspondence, the applicant should mention the date and the hour of his choice, addressing his request to the School of Hotel Administration, Statler Hall.

However, not all prospective students can readily come to Ithaca. To meet their needs other arrangements are made. An interview team goes to Chicago each year at the time of the Mid-West Hotel Exposition, to Boston at the time of the New England Hotel Exposition, and to Cleveland, New York, Philadelphia, and Washington during March and April. Arrangements have also been made with graduates and others active in the hotel and restaurant business in most of the principal cities of the world to serve as interviewers. The prospective student should inform the School of his choice of time and place for his interview by writing directly to the School of Hotel Administration, Statler Hall.

The Scholastic Aptitude Test is given by the College Entrance Examination Board at points all over the country and in the larger cities abroad. It is given five times a year, but the prospective student should plan to take the test in December or January. Detailed information regarding the places of examination and the exact dates can be obtained by writing to the College Entrance Examination Board, Box 592, Princeton, New Jersey. Prospective students residing in the Rocky Mountain states or farther west should address the Board at Box 1025, Berkeley 1, California. Admission to the Scholastic Aptitude Test is by prior arrangement only. Application for admission should be filed directly with the Board. To avoid a late application fee, it should be filed not later than three weeks in advance of the date of the examination.

The procedures involved in securing admission may appear somewhat involved. They are designed, however, to protect the prospective student. Only those are admitted who seem likely to be able to carry a rigorous college program and who seem likely later to be successful in the industry. The risk of future failure or disappointment is thus reduced to a minimum. To provide ample time for all the arrangements, the formal application for admission should be filed before April 1 for students planning to enter in September. Students planning to enter the spring term in February should file formal application by December 1.

Entering students, graduate or undergraduate, should consult the *Announcement of General Information* for details on certain medical requirements that must be met either before or during the registration period. The Announcement may be obtained by writing to the Office of Announcements, Day Hall.

TRANSFER STUDENTS

With the approval of the Committee on Admissions students may be admitted to the School with advanced standing from other institutions of collegiate grade. To such students credit will ordinarily be given, against the specific degree requirements, for those courses for which substantially equivalent work has been done. For that portion of the student's work not applicable to the specific requirements, credit up to twenty-four hours will ordinarily be given against the requirement of one hundred and twenty hours. The total of transfer

credit allowed may not exceed sixty semester hours. Transfer students will be held, in common with the others, for the completion of the hotel-practice requirement before the last term of residence. When they apply for admission they are expected to take the Scholastic Aptitude Test and to present themselves for interviews. Formal applications for admission should be filed before April 1 with the Office of Admissions, Day Hall.

Students will be accepted on transfer from junior colleges, but only if their records show them to be fully qualified for rigorous advanced college work. In each case the preparatory school record must meet Cornell entrance standards, and the junior college record must be of superior grade. No prospective student planning on eventual enrollment in the School of Hotel Administration at Cornell should embark first on a junior college program as a means of avoiding Cornell entrance requirements or as a matter of economy. If he has entrance deficiencies, he should remedy them. If he lacks funds, he should apply for scholarship aid.

COLLEGE GRADUATES

Advanced degrees, the Master's and the Doctor's, in the field of hotel and restaurant management have been offered at Cornell University since 1929. Just as with the four-year undergraduate course, the standards for admission and for graduation are high. Thus, to embark on work toward the Master's or Doctor's degree with hotel or restaurant specialization, it is required that the student have completed the undergraduate program or its equivalent.

However, many college graduates interested in professional careers in hotel or restaurant operation, in industrial feeding, in hospital administration, or in institution or club management have found the specialized courses offered by the School of Hotel Administration a valuable addition to the more general education they have received as undergraduates. When approved by the Committee on Admissions, a college graduate may enroll at his choice, either as a special student, or as a candidate for the School's Bachelor of Science degree. As a special student, he will select freely a program of courses designed to meet his particular needs. As a candidate for the degree, his choice of courses will be influenced by the degree requirements. Typically, however, college graduates have found that the courses they choose voluntarily as a matter of professional improvement are also the courses required for the degree. In any event the student is eligible for the placement assistance offered by the School and by the Cornell Society of Hotelmen.

The college graduate who elects to become a candidate for the School's degree is held for the regular degree requirements, including the practice requirement, but receives credit against the academic requirements for all work he may have previously completed satisfactorily that may be appropriately applied against those requirements, including the 24 hours of free electives. He may also receive, under the usual rules, credit against the practice requirements for any related experience in the field. The amount of time required to earn the second degree varies somewhat with the undergraduate program but is usually about two years.

Each year a substantial number of the new students entering the School are college graduates. They have a community of interest and a seriousness of purpose that makes their study at the School very effective. In the second year they are extensively employed as laboratory assistants. The colleges whose graduates



Skating on Beebe Lake below the women's dormitories. Figure skaters and hockey players prefer the artificial ice rink in Lynah Hall, where the hockey games are played.

have appeared on the rolls of the Hotel School and have won recognition for themselves later in the field are too numerous to list here. They include such institutions as Dartmouth, Harvard, Yale, University of Pennsylvania, Virginia, Michigan State, Tulane, and California.

College graduates, candidates for admission, are held to satisfy the personal admission requirements described on page 60. Like all other candidates for admission they present themselves for a personal interview; but they are not required to take the College Board's Scholastic Aptitude Test. Those who have previously taken the latter test, however, are asked to have the Board transmit the scores.

FOREIGN STUDENTS

Students from foreign countries who present satisfactory evidence of adequate capacity and training may be admitted to the School. If their previous education does not conform, point by point, to that required of the native student, they may, in some cases, be admitted as special students, not candidates for the degree. If their work is satisfactory, they may then later apply for regular status as degree candidates.

Prospective students whose native language is not English will not be required to take the Scholastic Aptitude Test. All prospective students, wherever they may be located, however, are required to arrange for an interview.

LIVING ARRANGEMENTS

Students studying hotel and restaurant management at Cornell University are members of the regular student body. They participate in the usual student



Beebe Lake is a favorite place for swimming and sunbathing.

activities, play on the teams, sing with the glee clubs, and act in student plays. Like other students, they may live in the dormitories, in fraternities or sororities, or in private homes.

For men, residence halls housing about 2100 are located on the western slope of the campus, about a five-minute walk from Statler Hall. Hotel students take many of their meals at the student cafeteria in Statler Hall, where the preparation and service are largely the work of their fellow students. The residence halls have a snack bar. Meal service is also available in the student center, Willard Straight Hall, in which all hotel students have membership; in the Martha Van Rensselaer cafeteria; in the Sage Graduate Center; and in commercial restaurants near by.

For women students, both graduate and undergraduate, the University provides attractive residence halls on the campus, less than a five-minute walk from Statler Hall. These residence units are supplemented by eleven sorority houses near by. With few exceptions all undergraduate women students are required under University policy to live and take their meals in residential halls or in sorority houses. Permission to live elsewhere in Ithaca is granted only under exceptional circumstances upon written application to the Office of the Dean of Students, Day Hall.

For married students, Cornell provides unfurnished apartments for over 400 married students and their families in the Cornell Quarters (84 apartments), Pleasant Grove (96 apartments), and the newly constructed Hasbrouck Apartments (246 apartments).

For application blanks and further details on housing, write Department of Housing and Dining, Day Hall, Cornell University, Ithaca, New York.

REQUIREMENTS FOR GRADUATION

REGULARLY enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements are:

1. The completion of eight terms in residence.*
2. The completion, with a general average of seventy, of 120 credit hours, required and elective, as set forth below:

	<i>Semester Hours</i>
<i>Specifically Required</i>	
Hotel Accounting: 81, 82, 181, 182.....	15
Hotel Administration: 100, 114	5
Law: Hotel Administration 171 plus two additional hours.....	4
Hotel Engineering: 460 plus twelve additional hours	15
Food: 120, 220; H.A. 206, 201 or 201A.....	13
Chemistry: Hotel Administration 214-215	10
Economics: 103-104 plus three additional hours.....	9
English: 111-112	6
Speech 201 or Extension Teaching 100-101†.....	3
TOTAL SPECIFICALLY REQUIRED.....	80
<i>Hotel Electives.....</i>	<i>16</i>
<i>Free Electives.....</i>	<i>24</i>

Total Semester Hours Required for Graduation..... 120

3. The completion, before entering the last term of residence, of sixty points of practice credit as defined on page 72.

4. The completion, during the first four terms of residence, of the University requirements in physical education (see *Announcement of General Information*).

Suggested programs of courses arranged by years appear on pages 63-65. The specifically required courses there indicated account for eighty of the total of one hundred and twenty hours. From the hotel electives (pages 66-67), some combination of courses, the credit for which totals at least sixteen hours, is also to be taken. The remaining twenty-four hours may be earned in courses chosen at will, with the approval of the adviser, from the offerings of any college of the University, provided only that the customary requirements for admission to the courses chosen are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere and Cornell students who propose to attend any other university with the expectation that credit thus earned might be counted toward the Cornell degree in hotel administration, should obtain the approval of the School in advance. Credit will not be allowed otherwise.

Credit earned in the courses in military science or air science or naval science may be counted in the twenty-four hour group of free electives. Both men and women students are required by the University faculty to take courses in physical education, but no credit for the academic degree is allowed for these courses.

* College graduates and students transferring from other colleges and universities may be allowed appropriate credit against the residence requirement at the time of admission. A student who has completed six terms at the School of Hotel Administration and who has attained a cumulative average of 85 may petition the faculty for permission to waive the residence requirement.

† Extension Teaching 100-101 may be substituted for Speech and Drama 201, satisfying thereby in addition one hour of hotel electives.

CURRICULUM

(A typical arrangement of the required courses, year by year*)

THE FRESHMAN YEAR

SPECIFICALLY REQUIRED

	Semester Hours
Orientation (<i>Hotel Administration 100</i>).....	2
Accounting (<i>Hotel Accounting 81 and 82</i>).....	7
Introductory Course in Reading and Writing (<i>English 111 and 112</i>).....	6
Psychology (<i>Hotel Administration 114</i>).....	3
Commercial Food Management: Introduction (<i>Hotel Administration 101</i>).....	3
Hotel Engineering (<i>Hotel Engineering 460 and 461</i>).....	6
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SUGGESTED ELECTIVES

Lectures on Hotel Management (<i>Hotel Administration 155</i>)†.....	1
Typewriting (<i>Hotel Administration 37</i>)†.....	2
Sanitation (<i>Hotel Administration 221</i>).....	1
French, Spanish, or other modern languages, according to preparation†.....	6

THE SOPHOMORE YEAR

SPECIFICALLY REQUIRED

Hotel Accounting (<i>Hotel Accounting 181 and 182</i>).....	8
Chemistry (<i>Hotel Administration 214-215</i>).....	10
Food Preparation (<i>Hotel Administration 206 and 220</i>).....	6
Mechanical and Electrical Problems (<i>Hotel Engineering 462-463</i>)‡.....	6
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SUGGESTED ELECTIVES

Lectures on Hotel Management (<i>Hotel Administration 155</i>)†.....	1
Personnel Administration (<i>Hotel Administration 119</i>)†.....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)†.....	3
Accounting Machines in Hotels (<i>Hotel Accounting 288</i>)†.....	1
French, Spanish or other modern languages, according to preparation†.....	6

* This arrangement is offered for illustration. Variations of it are acceptable provided only that the requirements for the degree as set forth on page 62 are met. The courses mentioned are described in detail on pages 8-28.

† Hotel elective. Sixteen semester hours of courses so marked are to be taken.

‡ The requirement in elective hotel engineering may be satisfied by any of the elective courses offered by the Department of Hotel Engineering and described on pages 18-19.

THE JUNIOR YEAR

SPECIFICALLY REQUIRED

	Semester Hours
Modern Economic Society (<i>Economics 103-104</i>).....	6
An elective course in expression:	3
Public Speaking (<i>Speech and Drama 201</i>)	
Oral and Written Expression (<i>Extension Teaching 100-101</i>)	
Quantity Food Preparation: Principles and Methods (<i>Hotel Administration 201</i>).....	4
Law of Business (<i>Hotel Administration 171-172</i>)*	4
An elective course in hotel engineering**	3
	20

SUGGESTED ELECTIVES

Lectures on Hotel Management (<i>Hotel Administration 155</i>)†.....	1
Resort Management (<i>Hotel Administration 113</i>)†.....	1
Personnel Administration (<i>Hotel Administration 119</i>)†.....	3
Communication (<i>Hotel Administration 238</i>)†.....	3
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>)†.....	2
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>)†.....	2
Public Relations and Sales (<i>Hotel Administration 176</i>)†.....	2
Hotel Promotion (<i>Hotel Administration 178</i>)†.....	1
Hotel Advertising (<i>Hotel Administration 179</i>)†.....	1
Auditing (<i>Hotel Accounting 183</i>)†.....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)†.....	3
Interpretation of Hotel Financial Statements (<i>Hotel Accounting 186</i>)†.....	2
General Survey of Real Estate (<i>Hotel Administration 191</i>)†.....	2
General Insurance (<i>Hotel Administration 196</i>)†.....	3
Purchasing: Food and Equipment (<i>Hotel Administration 118</i>)†.....	2
Food Selection and Purchase (<i>Institution Management 220</i>)†.....	3
Classical Cuisine (<i>Hotel Administration 202</i>)†.....	2
Smorgasbord (<i>Hotel Administration 203</i>)†.....	2
A Survey of Convenience Foods (<i>Hotel Administration 204</i>)†.....	2
Restaurant Management (<i>Hotel Administration 251</i>)†.....	3
Preliminary Programing (<i>Food Facilities Engineering 360</i>)†.....	2
Food Facilities: Analysis, Planning and Design (<i>Food Facilities Engineering 361</i>)†.....	3

* For the law requirement, the student may substitute for *Hotel Administration 172* either H.A. 272 or 274.

** The requirement in elective engineering may be satisfied by any of the elective courses offered by the Department of Hotel Engineering and described on pages 18-19.

† Hotel elective. Sixteen semester hours of courses so marked are to be taken.

THE SENIOR YEAR

SPECIFICALLY REQUIRED

	<i>Semester</i>	<i>Hours</i>
An elective course in economics*		3

SUGGESTED ELECTIVES

Lectures on Hotel Management (<i>Hotel Administration 155</i>)†	1
Supervisory Training in Hotels (<i>Hotel Administration 218</i>)†	2
Seminar in Personnel Administration (<i>Hotel Administration 219</i>)†	2
Labor-Management Relations in the Hotel Industry (<i>Hotel Administration 316</i>)†	3
Law of Business: Contracts, Bailments and Agency (<i>Hotel Administration 272</i>)†	2
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>)†	2
Hotel Public Relations (<i>Hotel Administration 176</i>)†	1
Hotel Promotion (<i>Hotel Administration 178</i>)†	1
Hotel Advertising (<i>Hotel Administration 179</i>)†	1
Auditing (<i>Hotel Accounting 183</i>)†	3
Interpretation of Hotel Financial Statements (<i>Hotel Accounting 186</i>)†	2
Data Processing (<i>Hotel Administration 58</i>)	2
Seminar in Financial Management (<i>Hotel Accounting 285</i>)†	2
Economics of Financial Management (<i>Hotel Accounting 287</i>)†	3
Seminar in Real Estate Management (<i>Hotel Administration 192</i>)†	2
Contract Food Service Management (<i>Hotel Administration 228</i>)†	1
Food and Beverage Merchandising (<i>Hotel Administration 122</i>)†	2
Commercial Airline Feeding (<i>Hotel Administration 123</i>)†	1
International Hotel Cuisine (<i>Hotel Administration 205</i>)†	3
Beverage Management (<i>Hotel Administration 252</i>)†	3
Catering for Special Functions (<i>Hotel Administration 254</i>)†	2
Special Problems in Food (<i>Hotel Administration 353</i>)†	2
Seminar in Hotel Engineering (<i>Hotel Engineering 466</i>)†	3
Equipment, Layout and Design (<i>Food Facilities Engineering 362</i>)†	3
Food Facilities Engineering, Specifications, Shop Drawings and Contract Supervision (<i>Food Facilities Engineering 363</i>)†	3
Prices (<i>Agricultural Economics 315</i>)	3
Taxation (<i>Agricultural Economics 338</i>)	3
Private Enterprise and Public Policy (<i>Business and Public Administration 202</i>)	3
Economics of Wages and Employment (<i>Industrial and Labor Relations 241</i>)	3
Economic and Business History (<i>Business and Public Administration 375</i>)	3
Transportation (<i>Business and Public Administration 575</i>)	3

* The requirement in elective economics may be satisfied by any course in economics beyond Economics 104 listed on pages 15-17 or by the Economics of Financial Management (*Hotel Administration 287*).

† Hotel elective. Sixteen semester hours of courses so marked are to be taken.

HOTEL ELECTIVES

(From this list at least 16 semester hours are to be taken to satisfy the hotel elective requirements.)

Auditing (<i>Hotel Accounting 183</i>)	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)	3
Interpretation of Hotel Financial Statements (<i>Hotel Accounting 186</i>)	2
Problems in Hotel Analysis (<i>Hotel Accounting 189</i>)	2
Seminar in Financial Management (<i>Hotel Accounting 285</i>)	2
Internal Control (<i>Hotel Accounting 286</i>)	2
Economics of Financial Management (<i>Hotel Accounting 287</i>)	3
Accounting Machines in Hotels (<i>Hotel Accounting 288</i>)	1
Special Studies in Accounting and Statistics for Hotels (<i>Hotel Accounting 289</i>)	2, 3
Resort Management (<i>Hotel Administration 113</i>)	1
Problems of Human Behavior in the Hotel and Restaurant Industry (<i>Hotel Administration 116</i>)	2
Labor-Management Relations in the Hotel Industry (<i>Hotel Administration 316</i>)	3
Human Relations (<i>Hotel Administration 217</i>)	2
Data Processing (<i>Hotel Administration 58</i>)	2
Purchasing (<i>Hotel Administration 118</i>)	2
Supervisory Training in Hotels (<i>Hotel Administration 218</i>)	2
Personnel Administration (<i>Hotel Administration 119</i>)	3
Seminar in Personnel Administration (<i>Hotel Administration 219</i>)	2
Classical Cuisine (<i>Hotel Administration 202</i>)	2
Smorgasbord (<i>Hotel Administration 203</i>)	2
A Survey of Convenience Foods (<i>Hotel Administration 204</i>)	2
International Hotel Cuisine (<i>Hotel Administration 205</i>)	3
Food Selection and Purchase for the Institution (<i>Institution Management 220</i>)	3
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)	1
Food and Beverage Merchandising (<i>Hotel Administration 122</i>)	2
Club Management (<i>Hotel Administration 222</i>)	1
Food Preservation (<i>Hotel Administration 226</i>)	2
Contract Food Service Management (<i>Hotel Administration 228</i>)	1
Interior Design for Hotels (<i>Housing and Design 130</i>)	2
Personal Typewriting (<i>Hotel Administration 37</i>)	2
Shorthand Theory (<i>Hotel Administration 131</i>)	4
Secretarial Typewriting (<i>Hotel Administration 132</i>)	2
Secretarial Procedures (<i>Hotel Administration 138</i>)	4
Communication (<i>Hotel Administration 238</i>)	3
Hotel Housekeeping (<i>Textiles 140a</i>)	1
Tourism (<i>Hotel Administration 56</i>)	1
Restaurant Management (<i>Hotel Administration 251</i>)	3
Beverage Management (<i>Hotel Administration 252</i>)	3
Seminar in Hotel Administration (<i>Hotel Administration 153</i>)	2, 3, or 4
Special Studies in Research (<i>Hotel Administration 253</i>) (<i>To be arranged</i>)	
Catering for Special Functions (<i>Hotel Administration 254</i>)	2
Special Problems in Food (<i>Hotel Administration 353</i>)	2
Lectures on Hotel Management (<i>Hotel Administration 155</i>)	1
Special Hotel Equipment (<i>Hotel Engineering 261</i>)	3
Water Systems (<i>Hotel Engineering 262</i>)	3
Steam Heating (<i>Hotel Engineering 263</i>)	3
Electrical Equipment (<i>Hotel Engineering 264</i>)	3
Hotel Planning (<i>Hotel Engineering 265</i>)	3
Hotel Structures and Maintenance (<i>Hotel Engineering 266</i>)	3
Refrigeration (<i>Hotel Engineering 267</i>)	3
Seminar in Hotel Engineering (<i>Hotel Engineering 466</i>)	3
Preliminary Programing (<i>Food Facilities Engineering 360</i>)	2
Food Facilities: Analysis, Planning and Design (<i>Food Facilities Engineering 361</i>)	3
Equipment, Layout and Design (<i>Food Facilities Engineering 362</i>)	3
Food Facilities Engineering, Specifications, Shop Drawings, and Contract Supervision (<i>Food Facilities Engineering 363</i>)	3
Hotel Textiles (<i>Textiles 370</i>)	3

Law as Related to Innkeeping (<i>Hotel Administration 172</i>)	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>)	2
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>)	2
Public Relations and Sales (<i>Hotel Administration 176</i>)	2
Hotel Promotion (<i>Hotel Administration 178</i>)	1
Hotel Advertising (<i>Hotel Administration 179</i>)	1
Sales Promotion (<i>Hotel Administration 278</i>)	1
Human Nutrition (<i>Food and Nutrition 192</i>)	3
General Survey of Real Estate (<i>Hotel Administration 191</i>)	2
Seminar in Real Estate Management (<i>Hotel Administration 192</i>)	2
General Insurance (<i>Hotel Administration 196</i>)	3
General Bacteriology (<i>Bacteriology 101</i>)	6
General Biology (<i>Biology 101</i>)	3
Handling and Marketing of Vegetables (<i>Vegetable Crops 212</i>)	3
Economic Fruits of the World (<i>Pomology 301</i>)	3
Human Physiology (<i>Zoology 242</i>)	3
Modern language, according to preparation	6

Commander Bond instructs students in his quantity food production course in the use of a high-speed, low-water, all-electric trunnion kettle for the batch cooking of spinach and other vegetables in order to preserve the nutrients.



SUGGESTED PROGRAM FOR PROSPECTIVE RESTAURATEURS

THE FRESHMAN YEAR *

Orientation (<i>Hotel Administration 100</i>)	2
Introductory Course in Reading and Writing (<i>English 111-112</i>)	6
Psychology (<i>Hotel Administration 114</i>)	3
Accounting (<i>Hotel Accounting 81-82</i>)	7
Commercial Food Management: Introduction (<i>Hotel Administration 101</i>)	3
Engineering (<i>Hotel Engineering 460-461</i>)	6
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)	1
Lectures on Hotel Management (<i>Hotel Administration 155</i>)	1
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THE SOPHOMORE YEAR

Hotel Accounting (<i>Hotel Accounting 181-182</i>)	8
Mechanical and Electrical Problems (<i>Hotel Engineering 462-463</i>)	6
Meats, Fish, and Poultry (<i>Hotel Administration 206</i>)	3
Chemistry and Its Application to Food Products (<i>Hotel Administration 214-215</i>)	10
Food Preparation (<i>Hotel Administration 220</i>)	3
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THE JUNIOR YEAR

Public Speaking (<i>Speech and Drama 201</i>)	3
Personnel Administration (<i>Hotel Administration 119</i>)	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)	3
Quantity Food Preparation: Elementary Course (<i>Hotel Administration 201</i>)	4
Modern Economic Society (<i>Economics 103-104</i>)	6
Law of Business (<i>Hotel Administration 171</i>)	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>)	2
Electrical Equipment (<i>Hotel Engineering 264</i>)	3
Preliminary Programing and Design (<i>Food Facilities Engineering 360</i>)	2
Food Facilities: Analysis, Planning and Design (<i>Food Facilities Engineering 361</i>)	3
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THE SENIOR YEAR

An elective course in economics	3
Classical Cuisine (<i>Hotel Administration 202</i>)	2
Smorgasbord (<i>Hotel Administration 203</i>)	2
Human Relations (<i>Hotel Administration 217</i>)	2
Purchasing (<i>Hotel Administration 118</i>)	2
Contract Food Service Management (<i>Hotel Administration 228</i>)	1
Restaurant Management (<i>Hotel Administration 251</i>)	3
Beverage Management (<i>Hotel Administration 252</i>)	3
Equipment, Layout and Design (<i>Food Facilities Engineering 362</i>)	3
Public Relations and Sales (<i>Hotel Administration 176</i>)	2
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>)	2
General Insurance (<i>Hotel Administration 196</i>)	3
General Survey of Real Estate (<i>Hotel Administration 191</i>)	2
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* This program is suggested for illustration. Many variations are available.

SUGGESTED PROGRAM FOR PROSPECTIVE CLUB MANAGERS *

THE FRESHMAN YEAR

Accounting (<i>Hotel Accounting 81-82</i>)	7
Orientation (<i>Hotel Administration 100</i>)	2
Introductory Course in Reading and Writing (<i>English 111-112</i>)	6
Psychology (<i>Hotel Administration 114</i>)	3
Commercial Food Management: Introduction (<i>Hotel Administration 101</i>)	3
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)	1
Engineering (<i>Hotel Engineering 460-461</i>)	6
Lectures in Hotel Administration (<i>Hotel Administration 155</i>)	1
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THE SOPHOMORE YEAR

Hotel Accounting (<i>Hotel Accounting 181</i>)	4
Intermediate Accounting (<i>Hotel Accounting 182</i>)	4
Meats, Fish, and Poultry (<i>Hotel Administration 206</i>)	3
Chemistry and Its Application to Food Products (<i>Hotel Administration 214-215</i>)	10
Food Preparation (<i>Hotel Administration 220</i>)	3
Mechanical and Electrical Problems (<i>Hotel Engineering 462-463</i>)	6
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THE JUNIOR YEAR

Public Speaking (<i>Speech and Drama 201</i>)	3
Modern Economic Society (<i>Economics 103-104</i>)	6
Purchasing (<i>Hotel Administration 118</i>)	2
Personnel Administration (<i>Hotel Administration 119</i>)	3
Quantity Food Preparation: Elementary Course (<i>Hotel Administration 201</i>)	4
Club Management (<i>Hotel Administration 222</i>)	1
Law of Business (<i>Hotel Administration 171</i>)	2
Law as Related to Innkeeping (<i>Hotel Administration 172</i>)	2
Refrigeration (<i>Hotel Engineering 267</i>)	3
Preliminary Programing (<i>Food Facilities Engineering 360</i>)	2
Classical Cuisine (<i>Hotel Administration 202</i>)	2
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THE SENIOR YEAR

An elective course in economics	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)	3
Beverage Management (<i>Hotel Administration 252</i>)	3
Restaurant Management (<i>Hotel Administration 251</i>)	3
Electives in the humanities	19
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* This program equals or exceeds the recommendations of the Club Managers Association of America.

SUGGESTED PROGRAM FOR A MAJOR IN FOOD FACILITIES PLANNING AND DESIGN *

THE FRESHMAN YEAR

Orientation (<i>Hotel Administration 100</i>)	2
Introductory Course in Reading and Writing (<i>English 111-112</i>)	6
Accounting (<i>Hotel Accounting 81-82</i>)	7
Psychology (<i>Hotel Administration 114</i>)	3
Commercial Food Management: Introduction (<i>Hotel Administration 101</i>)	3
Engineering (<i>Hotel Engineering 460-461</i>)	6
Preliminary Programing (<i>Food Facilities Engineering 360</i>)	2
Lectures in Hotel Management (<i>Hotel Administration 155</i>)	1
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THE SOPHOMORE YEAR

Hotel Accounting (<i>Hotel Accounting 181</i>)	4
Intermediate Accounting (<i>Hotel Accounting 182</i>)	4
Food Preparation (<i>Hotel Administration 220</i>)	3
Chemistry and Its Application to Food Products (<i>Hotel Administration 214-215</i>)	10
Mechanical and Electrical Problems (<i>Hotel Engineering 462-463</i>)	6
Food Facilities: Analysis, Planning and Design (<i>Food Facilities Engineering 361</i>)	3
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THE JUNIOR YEAR

Quantity Food Preparation: Elementary Course (<i>Hotel Administration 201</i>)	4
Meats, Fish, and Poultry (<i>Hotel Administration 206</i>)	3
Modern Economic Society (<i>Economics 103-104</i>)	6
Steam Heating (<i>Hotel Engineering 263</i>)	3
Law of Business (<i>Hotel Administration 171-272</i>)	4
Public Speaking (<i>Speech and Drama 201</i>)	3
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)	1
Equipment: Layout, Design and Working Drawings (<i>Food Facilities Engineering 362</i>)	3
Electives	3
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THE SENIOR YEAR

An elective course in economics	3
Food Facilities Engineering: Specifications, Shop Drawings and Contract Supervision (<i>Food Facilities Engineering 363</i>)	3
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>)	2
Restaurant Management (<i>Hotel Administration 251</i>)	3
Public Relations and Sales (<i>Hotel Administration 176</i>)	2
Human Relations (<i>Hotel Administration 217</i>)	2
Electrical Equipment (<i>Hotel Engineering 264</i>)	3
Hotel Planning (<i>Hotel Engineering 265</i>)	3
Refrigeration and Air Conditioning (<i>Hotel Engineering 267</i>)	3
Electives in the humanities	6
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* This program, as it stands or as it may be varied with the approval of the faculty, will satisfy the requirement for the degree of Bachelor of Science in Hotel Administration with a major in Food Facilities Planning and Design.

CERTIFIED PUBLIC ACCOUNTING

Graduates who plan to go into hotel and restaurant accounting and who expect eventually to become candidates for admission to the examination for a certificate as a certified public accountant in the State of New York may, by taking a special program, earn the certification of the School of Hotel Administration as having completed the course of study approved by the Education Department of the State of New York. The program involves carrying a substantial load of additional subjects. Students should consult with Professor Cladel.

AMERICAN DIETETIC ASSOCIATION

Students who look forward to careers that may involve responsibility for food operations in hotels, schools, colleges, and institutions generally may wish to satisfy the requirements for membership in the American Dietetic Association. To do so, it is necessary only to include among their electives a course in human physiology (*Zoology 242*); a course in advanced food production management (such as *Hotel Administration 202* or *203*); a course in human nutrition (*Food and Nutrition 192*); and a course in personnel management (such as *Hotel Administration 119*). These electives together with the specifically required courses will meet the educational requirements for membership in the American Dietetic Association.

RESEARCH PROGRAM

The School of Hotel Administration has a full-time research director who coordinates studies on projects sponsored by foundations and government and industry groups. Studies completed or under way involve the applications of data processing to hotels, sponsored by the Statler Foundation; the use of ready foods, a study of wall coverings and criteria for mattresses, sponsored by the American Hotel & Motel Assn.; applications of glass to food service, by Corning Glass Works; and the use of plastic dishes, by American Cyanamid Corporation.

Research studies are published in the School's technical quarterly, *The Cornell Hotel and Restaurant Administration Quarterly*, from which reprints may be obtained. For further information, address inquiries to Professor Charles I. Sayles, Statler Hall, Cornell University, Ithaca, New York.

WORKSHOPS FOR EXECUTIVES

Workshops for executives in the hotel, restaurant, and club industry are frequently held by the School of Hotel Administration. For information concerning registration, housing, and fees write to Prof. G. W. Lattin, Assistant Dean, School of Hotel Administration, Cornell University, Ithaca, New York.

SUMMER SHORT COURSES

The School of Hotel Administration offers a series of short unit courses for persons actively engaged in hotel and restaurant work. One, two, or three weeks in length, they cover such topics as Hotel Operation, Motel Operation, Restaurant Management, Advertising and Sales Promotion, Personnel Methods, Quantity Food Preparation, Hotel Stewarding, Menu Planning, Hotel Accounting, Restaurant Accounting, Food Control, Interpretation of Hotel Statements, Food Facilities Engineering, Hotel Housekeeping, and Hospital Operation.

Requests for detailed information should be addressed to the Dean of the School, Statler Hall, Cornell University, Ithaca, New York.

PRACTICE REQUIREMENT

TO MEET the practice requirement, each student must complete *before the last term of residence* three summer periods (or their equivalent) of supervised employment on approved jobs in approved hotels or restaurants. For purposes of administration this requirement is also stated as *the completion, before beginning the last term of residence, of at least sixty points of practice credit, where the point of credit is so defined that the normal summer's work of about ten weeks, with all the required * notices, reports, and other supervision, counts for twenty points.* For exceptionally good types of experience, good workmanship, and excellent reports, excess credit is given, while for poor experience, poor workmanship, on poor or tardy reports, less than normal credit is allowed.

Credit for hotel or restaurant experience is estimated on the basis of reports filed by the students, by the School's coordinator, and by the employers. A limited amount of credit (up to forty-five points) may be earned before entering college. Therefore, students who expect to be employed in the field before entering Cornell University and who wish to count that work against the practice requirement should apply before beginning work or as soon thereafter as possible to the Committee on Practice for instructions. Not more than forty-five points of practice credit may be earned in any one hotel or restaurant, and only fifteen points may be earned while earning academic credit. Applications for practice credit must be made at the time of registration. No credit will be allowed for prior experience not reported at the time of registration.

Each student enrolled in the School is expected to spend his summer vacation periods at approved work, and failure to do so without the express permission of the Committee on Practice or failure to submit the required practice notices and reports renders him liable to dismissal or discipline. Plans for the summer should be made definite only after a study of the practice instructions and with the approval of the chairman of the Committee. Formal application for credit must be filed on or before the first day of classes following the completion of the period of experience.

Since hotel and restaurant experience is a prerequisite for most of the special hotel and restaurant courses, it is distinctly to the student's advantage to satisfy the practice requirement early in his career. Attention is called especially to the fact that the practice requirement must be satisfied before the beginning of his last term of residence. No student is permitted to register for his final term of residence until he has satisfied the practice requirement in full.

Since cadets in the Army Reserve Officers Training Corps are expected to spend six weeks in camp during the summer before their senior year, it is especially desirable that hotel students who plan to join the Corps and to elect the advanced courses in military science make every effort to expedite their practice work early. By working the full vacation periods of thirteen weeks and by filing extra reports it is possible to satisfy the practice requirements and to attend the final summer training camp. Similarly students enrolled in the Navy Reserve Officers Training Corps who must make summer cruises should anticipate the practice requirements as much as possible.

* As set forth in the Practice Instructions supplied on request to the School, Statler Hall.

Although the supervised practice is an essential part of the student's program, the School does not guarantee summer positions. Through the School's numerous contacts with the hotel and restaurant industry, a considerable number of openings are available for students of high promise. Other students are assisted in finding work, and ordinarily American students find jobs quite readily. Jobs suitable for foreign students are considerably less numerous. Consequently, the foreign student must expect to have considerably more difficulty in getting located. The School will give assistance as it can to foreign students but in no case can guarantee placement or assume responsibility for it.

Some hotel and restaurant organizations (among them the Hotel Corporation of America, Hilton Hotels, Intercontinental Hotels, Sheraton Hotels, and Stouffer's and Hot Shoppes restaurants) make a point of providing experience opportunities for Cornell students, setting up special apprenticeship arrangements with rotated experience for them.

The type of experience for which practice credit has been given is illustrated by jobs previously held by hotel students:

Maitre d'Hotel, Mirror Lake Inn, Lake Placid, New York
 Auditor, C. I. Panagulis & Co., Pittsburgh, Pennsylvania
 Assistant to President, Seminole Hotel, Jacksonville, Florida
 Room Service Host, Southward Inn, Orleans, Massachusetts
 Night Auditor, Harbor Point Club, Harbor Springs, Michigan
 Assistant Manager, Spruce Mt. Lodge, Silver Bay, New York
 Chef, Windcliff House, South Haven, Michigan
 Bartender, Lake Placid Club, Lake Placid, New York
 Assistant Manager, Howard Johnson's, Williamstown, Massachusetts
 Apprentice Chef, Plaza Hotel, New York City
 Manager, Fire Island Beach Club, Ocean Beach, New York
 Food & Beverage Controller, Shelburne Hotel, Atlantic City, New Jersey
 Information Clerk, St. Francis, San Francisco, California
 Chef, Big Wolf Club, Faust, New York
 Food Checker, Skytop Lodge, Pennsylvania
 Baker, Macomber Hotel, Cape May, New Jersey
 Night Auditor, Hotel Statler, Buffalo, New York
 Front Office Cashier, Ambassador Hotel, Los Angeles, California
 Assistant Steward, Rochester-Sheraton, Rochester, New York
 Dining Room Captain, Bermudiana Hotel, Hamilton, Bermuda
 Food Checker, Montauk Manor, Montauk, New York
 Kitchen Steward, Feather River Inn, Blairsden, California
 Storeroom Clerk, Waldorf-Astoria, New York City
 Desk Clerk, Green Mountaineer Hotel, White River Junction, Vermont
 Bellman, Sain's Hotel, Mt. Freeman, New Jersey
 Trainee, Plaza Hotel, New York City
 Traveling Auditor, National Hotel Co., Galveston, Texas
 Trainee, Howard Johnson's, Asheville, North Carolina
 Junior Host, Mountain View House, Whitefield, New Hampshire
 Assistant Food Manager, Memorial Hospital, Wilmington, Delaware
 Desk Clerk, Revere Hotel, Morristown, New Jersey
 Manager, Tennis Club of Rochester, Rochester, New York
 Trainee, Waldorf-Astoria Hotel, New York City
 Waiter, Statler Inn, Ithaca, New York
 Trainee, Sheraton-Park Hotel, Washington, D. C.
 Manager, Dunes Club, Ocean City, Maryland
 Desk Clerk, Sheraton-Hawaiian Hotel, Honolulu, Hawaii
 Steward-Manager, Sodus Bay Yacht Club, Sodus Point, New York
 Restaurant Trainee, Van-de-Kamp's Restaurant, Los Angeles, California
 Assistant Manager, Westwood Country Club, Rocky River, Ohio
 Sales Representative, Sheraton-Chicago Hotel, Chicago, Illinois

EXPENSES

A DETAILED statement regarding fees and expenses will be found in the *Announcement of General Information*, a copy of which will be sent on request. In brief, the student will be held, on registering, for the following fees each semester:

Tuition *	\$750.00
General Fee †	\$150.00
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TOTAL PER TERM *	\$900.00

Living expenses, in addition to the above fees, depend upon the student's taste and standards and probably range upwards from \$600 a term. Thus, for the school year of nine months, a total of about \$3000 is needed. Clothing, transportation, and fraternity dues are not included.

SELF-SUPPORT

The student who wishes to be partially self-supporting can ordinarily earn his room or his meals, reducing the school-year budget to \$2,000 or \$2,200. Many earn more, but the sacrifice of time and energy and the drain of classroom work are heavy, especially the first year. Savings from summer earnings range from about \$500 to \$1,200. Self-supporting students may also apply for loans and for the scholarships listed on the following pages.

HEALTH SERVICES AND MEDICAL CARE

Health services and medical care for students are centered in two Cornell facilities: the Gannett Medical Clinic (out-patient department) and the Sage Hospital. Students are entitled to unlimited visits at the Clinic (appointments with individual doctors at the Clinic may be made, if desired, by calling or coming in person; an acutely ill student will be seen promptly whether he has an appointment or not). Students are also entitled to laboratory and X-ray examinations indicated for diagnosis and treatment, hospitalization in the Sage Hospital with medical care for a maximum of fourteen days each term, and emergency surgical care. The cost of these services is covered in the General Fee.

On a voluntary basis, insurance is available to supplement the services provided by the General Fee. For further details, including charges for special services, see the *Announcement of General Information*. If, in the opinion of the University authorities, the student's health makes it unwise for him to remain in the University, he may be required to withdraw.

* Tuition and fees may be changed by the Board of Trustees to take effect at any time without previous notice.

† The General Fee contributes toward the services given by the libraries, the Gannett Clinic and Sage Hospital, and the student center in Willard Straight Hall; it also pays part of the extra costs of laboratory courses and general administration and supports programs of physical recreation and student activities. For information about other fees, methods of payment, and automobile regulations, see the *Announcement of General Information*.

SCHOLARSHIPS AND OTHER AID

NO WORTHY and able student needs to hesitate to consider Cornell because of limited means. The scholarship resources of the Hotel School are strong, and it is the aim of the School to provide sufficient assistance so that any candidate who shows promise can make his way through without undue strain on him or his parents.

Financial aid is available from the general scholarship fund of the University and the large number of Hotel School scholarships listed below. Aid is available through work opportunities in the Statler Inn and Club, on the campus, and in the community. The Guiteau Fund and the loan fund of the Cornell Society of Hotelmen are also available.

APPLICATIONS

A new student seeking scholarship aid through any of the scholarships awarded by Cornell University listed below may become an applicant by filing a single application on a blank obtainable on request from the Office of Admissions. The application is handled through the College Scholarship Service, which processes centrally scholarship applications for a large number of universities so that information provided for Cornell is available for use by all other participating institutions as well. His application then becomes valid for any scholarship open to Cornell students generally, for any scholarship awarded by the School of Hotel Administration, and for such scholarships at other institutions as he may indicate.

The formal application is due at Cornell not later than January 15 of the year of admission. Candidates must take the Scholastic Aptitude Test not later than the February sitting.

In the awards, consideration is given to the financial situation of the student and his family and to his ability as evidenced by his preparatory school record, his scholastic aptitude test scores, and the interview.

Prospective students are eligible also for a number of scholarships awarded by non-Cornell agencies. Some of them are described on pages 81-82.

New York State offers various types of financial assistance to qualified college students who are State residents. Information may be obtained by writing: Regents Examination and Scholarship Center, New York State Education Department, Albany 1, New York.

Students already enrolled in the School may obtain scholarship application blanks at the School office. In making the award to continuing students, consideration is given to need as evidenced by the family's financial situation and by the student's scholastic record as well as his over-all promise.

SCHOLARSHIPS AWARDED BY THE SCHOOL

THE HORWATH AND HORWATH SCHOLARSHIP, founded by the accounting firm of Horwath and Horwath of New York City, entitles the holder to \$400 for the year and recognizes particularly scholarship in the field of accounting.

THE NEW JERSEY STATE HOTEL ASSOCIATION SCHOLARSHIPS are supported by an annual grant of \$400 from the New Jersey State Hotel Association. In the award, preference is given to residents of New Jersey.

THE PENNSYLVANIA HOTEL ASSOCIATION SCHOLARSHIP, established in 1933, entitles the holder to \$200 a year. In the award, preference is given to residents of Pennsylvania.

THE HARRIS, KERR, FORSTER & COMPANY SCHOLARSHIP, established by the firm of accountants of that name, is supported by an annual grant of \$400, and is awarded to worthy students of promise in the accounting field.

THE NEEDHAM AND GROHMANN SCHOLARSHIP, established in 1933 by the advertising agency of that name, entitles the holder to \$500 a year, and recognizes particularly scholarship in the field of hotel advertising.

THE HOTEL EZRA CORNELL FUND was established originally in 1935 by a donation from the profits of the 1935 Hotel Ezra Cornell and has been maintained by continuing grants from succeeding boards. The principal or income may be used for scholarship or loan assistance.

THE A. E. STOUFFER SCHOLARSHIP, established by the Stouffer Corporation, operators of the Stouffer Restaurants in Cleveland, Detroit, Philadelphia, Pittsburgh, New York, and Chicago, entitles the holder to the income available from the A. E. Stouffer Scholarship Fund of \$5200 and recognizes particularly scholarship in subjects related to restaurant operation.

THE NEW YORK STATE HOTEL ASSOCIATION SCHOLARSHIP, supported by subscriptions from members of that association, provides stipends of varying amounts. In the award preference is given to residents of New York State.

THE PARTRIDGE CLUB SCHOLARSHIP, established by the Partridge Club of New York, Inc., is supported by an annual grant of \$600 a year. The award is open to a needy student who is a citizen of the United States and a resident of metropolitan New York.

THE THOMAS L. BLAND SCHOLARSHIP, consisting of the income available from a bequest of \$10,000, is given to a "deserving and needful person," preference being given to residents of the late Mr. Bland's native state of North Carolina.

THE F. AND M. SHAEFER SCHOLARSHIP was established in 1940 by an endowment of \$12,500 as a memorial to Frederick and Maximilian Schaefer, founders in 1842 of the F. and M. Schaefer Brewing Company. In making the award, preference is given, where equitable, to students from New England or the Middle Atlantic states.

THE RALPH HITZ MEMORIAL SCHOLARSHIP is supported by an endowment of \$10,000 contributed by his friends to honor the memory of the late Ralph Hitz, founder of the National Hotel Management Company.

THE HERBERT L. GRIMM MEMORIAL SCHOLARSHIP consists of the income from an endowment of approximately \$3000 contributed by the friends of the late Mr. Grimm through the Pennsylvania Hotels Association, of which he was for many years an active member.

THE SCHLITZ SCHOLARSHIP, supported by an annual donation of \$10,500 from the Joseph Schlitz Brewing Company of Milwaukee, consist of annual grants of up to \$1500 a year.

THE ALBERT PICK HOTELS AND MOTELS SCHOLARSHIP is supported by an annual donation of \$400 from Mr. Pick, president of the Pick Hotels Corporation, Chicago, Illinois.

THE KOEHL, LANDIS, AND LANDAN SCHOLARSHIP is an annual grant of \$200 donated by the advertising firm of that name.

THE CORNELL SOCIETY OF HOTELMEN SCHOLARSHIP is supported by an annual grant of \$200 from that society.

THE SOL AMSTER SCHOLARSHIP is an annual grant of \$100 in memory of Sol Amster, who was proprietor of Balfour Lake Lodge, Minerva, New York.

THE DUNCAN HINES FOUNDATION SCHOLARSHIPS. The trustees of the Duncan Hines Foundation donate \$1,000 for scholarships for the benefit of students "engaged in special studies in foods, food values, dietetics, culinary arts, and similar subjects."

THE JOHN SHERRY SCHOLARSHIP was established in recognition of Mr. Sherry's many years of volunteer service on the faculty.

THE LUCIUS M. BOOMER SCHOLARSHIP, representing the royalties of Mr. Boomer's book, *Hotel Management*, is available through the generosity of Mrs. Boomer for award to students from Norway, her native country.

THE CORNELL HOTEL ASSOCIATION makes an annual donation of \$200 to support a scholarship in the name of that association.

THE FRANK A. MCKOWNE SCHOLARSHIP, originally established by the School itself in memory of Mr. McKowne and in recognition of his many years of service as chairman of the Committee on Education of the American Hotel Association, was endowed in 1952 by the Statler Foundation, of which he was for many years a trustee. Grants are made according to need in amounts up to \$1500 a year.

THE MCCORMICK AND COMPANY SCHOLARSHIP is supported by an annual grant of \$600 from McCormick and Company of Baltimore. It is awarded, upon application, to a student (or students) in need of financial assistance, who in respect to superior character, interest, and scholarship, give evidence of being a worthy recipient.

THE HOTEL ASSOCIATION OF NEW YORK CITY MEMORIAL SCHOLARSHIPS, established by that association as memorials to its deceased members, are supported by annual grants of \$1000. The awards are open to needy and worthy students from the area of metropolitan New York. Preference is given to children of hotel workers.

THE ELLSWORTH MILTON STATLER SCHOLARSHIPS were established by the Statler Foundation in memory of the founder of Hotels Statler Company, who was the donor, through the Foundation, of Statler Hall. The scholarships are awarded to promising needy students and carry an annual stipend of \$1500 to \$2500 each, according to need.

THE WILLIAM W. MALLESON SCHOLARSHIP was established in recognition of the voluntary service on the faculty of William W. Malleson, Jr. of Skytop Lodge, Skytop, Pennsylvania.

THE PITTENGER SCHOLARSHIP was created from a bequest of \$3000 by the late George W. Pittenger, for many years an officer of the American Hotel Association. The award is open to a worthy student from Switzerland.

THE CALLIS SCHOLARSHIP, initiated through the generosity of Mr. H. B. Callis, long-time friend of the School, in the name of his two sons, E. C. Callis, '42,

and H. B. Callis, Jr. '49, is supported by the income from an endowment of over \$8000.

THE THOMAS PHELPS JONES MEMORIAL SCHOLARSHIP, established in 1954 by the International Stewards' and Caterers' Association in memory of their distinguished former member, Mr. Thomas Phelps Jones of Boston, carries an annual grant of \$500.

THE NEW YORK STATE CLUB MANAGERS' ASSOCIATION SCHOLARSHIP, to be awarded to a worthy student needing financial assistance to finish college, is supported by an annual grant of \$250 from the New York State Club Managers' Association.

THE HOWARD JOHNSON SCHOLARSHIPS, initiated in 1955, are maintained by annual grants from the Howard D. Johnson Company. The two scholarships each carry a stipend of \$500 and are awarded on the basis of promise and need, with preference to those interested in restaurant work.

THE PROPHET COMPANY SCHOLARSHIPS, awarded on the basis of need and promise, are supported by annual grants of \$1000 from The Prophet Company, H. A. Montague, President.

THE H. B. CANTOR SCHOLARSHIPS, two of \$500 each, are supported by annual grants from the H. B. Cantor Foundation, established by the president of the Carter Hotels Operating Corporation.

THE NATIONAL ASSOCIATION OF HOTEL AND RESTAURANT MEAT PURVEYORS SCHOLARSHIP, awarded on the basis of need and without regard to race, religion, or national descent, provides \$250 annually.

THE HILTON HOTELS INTERNATIONAL SCHOLARSHIP of \$1000 was established by Conrad N. Hilton to be awarded each year to an outstanding foreign student whose scholastic record and personal character and attributes make him worthy of recognition.

THE H. B. MEEK SCHOLARSHIP was initiated by E. Lysle Aschaffenburg who solicited contributions from friends and alumni.

THE SCHOLARSHIP OF THE NEW YORK CITY CHAPTER OF THE CORNELL SOCIETY OF HOTELMEN is maintained by contributions from members of the Chapter. In the award, preference will be given to candidates from the metropolitan New York area.

THE SCHOLARSHIP OF THE PHILADELPHIA CHAPTER, CORNELL SOCIETY OF HOTELMEN, is maintained by contributions from members of the Chapter. Preference is given to candidates from the Philadelphia area.

THE SCHOLARSHIP OF THE PITTSBURGH CHAPTER, CORNELL SOCIETY OF HOTELMEN, is maintained by contributions from members of the Chapter. Preference is given to candidates from the Pittsburgh area.

THE SCHOLARSHIP OF THE WESTERN NEW YORK CHAPTER, CORNELL SOCIETY OF HOTELMEN, is given in the name of George Nicholas Ross '54 (deceased). In the award, preference will be given to candidates from the western New York area.

THE SCHOLARSHIP OF THE NEW YORK CHAPTER OF THE HOTEL SALES MANAGERS ASSOCIATION is for \$350. It is open to all deserving students in need of financial assistance.

THE GEORGES AND MARIAN ST. LAURENT SCHOLARSHIP is the gift of Mr. and Mrs. St. Laurent. This scholarship is open to undergraduate men and women who have completed at least one term in residence.

THE GREENBRIER SCHOLARSHIP of \$1250 a year is supported by an annual grant from The Greenbrier, White Sulphur Springs, West Virginia, Walter J. Tuohy, President; E. Truman Wright, '34, General Manager.

THE ROBERT W. SAMSON MEMORIAL SCHOLARSHIP is maintained by annual grants from The Bermudiana, Hamilton, Bermuda. The award of \$500 a year is available for the assistance of students who are sons or daughters of travel agents or of their employees.

THE JOHN COURTNEY MEMORIAL SCHOLARSHIP was established by the Cornell Society of Hotelmen, the organization of the alumni of the School of Hotel Administration, in memory of John Courtney, a member of the School's first graduating class, a long-time member of its faculty, and secretary of the Society from its founding in 1928 to his death in 1957. Members of the Society and friends have raised a fund of \$10,000.

THE CLUB MANAGERS ASSOCIATION SCHOLARSHIP was initiated by a donation of \$500 from the Club Managers Association of America.

THE HERMAN B. SARNO SCHOLARSHIP was established by a gift from Mr. Sarno, President of the Associated Hotels Management Company, in the amount of \$1500.

THE TEXAS HOTEL ASSOCIATION SCHOLARSHIP was initiated by a donation of \$250 from that association. Preference will be given to applicants from Texas.

THE GROSSINGER SCHOLARSHIPS, established in tribute to Mrs. Jennie Grossinger, are supported by an annual grant of \$250 each from Mrs. Grossinger's son, Paul, '36, and from the Grossinger Hotel.

THE HENRY G. DUVERNOY MEMORIAL SCHOLARSHIP was established by Mr. Duvernoy's associates of the Partridge Club of New York, of which organization he was the founder and honorary president. This scholarship is supported by an annual grant of \$600.

THE HUGH J. KEENAN SCHOLARSHIP was established, in memory of his father, by Walter H. Keenan of the Hotel Alpena, Alpena, Michigan, and is maintained by annual grants of \$1000.

THE FRANK A. K. BOLAND SCHOLARSHIP in the amount of \$500 a year was established by an initial gift of that amount from Mr. Boland, who was attorney for many years for the American Hotel Association.

THE CHRISTOPHER RYDER HOUSE SCHOLARSHIP is supported by an annual grant of \$200 from Donald F. Kastner '43 and recognizes well-rounded participation in student activities.

THE GREAT WESTERN CHAMPAGNE COMPANY GRANTS-IN-AID are made available through an annual contribution of \$1000. The awards may be in the form either of a loan or an outright grant and are to aid any worthy students who may, through unforeseen circumstances, find themselves in need.

THE TEA COUNCIL SCHOLARSHIPS, which are to be granted in varying amounts according to need and merit, have been established by an initial grant of \$10,000 from the Tea Council of the United States.

THE UNITED STATES BREWERS ASSOCIATION SCHOLARSHIPS, which are to be granted in varying amounts according to need and merit, have been established by an initial grant of \$20,000 from the United States Brewers Association, Inc.

THE DORADO BEACH SCHOLARSHIPS (five), gifts of Laurance S. Rockefeller, who developed that resort, carry an annual stipend up to \$2600 and, when needed, up to \$1000 travel expenses over a four-year period. Open to candidates who are native to or have strong ties with Puerto Rico, the U.S. Virgin Islands, and Hawaii, and who evidence a serious interest in hotel administration.

THE EASTERN ALL-ABOARD CLUB MEMORIAL SCHOLARSHIP, honoring the late John M. Collins, provides a \$400 scholarship. Preference will be given to candidates from families connected with the railroad industry.

THE SHERATON CORPORATION OF AMERICA SCHOLARSHIP represents a contribution of \$250 for each graduate of the School of Hotel Administration who takes employment with that company during the previous year.

THE RAYMOND A. CANTWELL LOAN FUND was established by Mr. Cantwell '52, with a check of \$1500 he received as winner of an Idea Bank Contest conducted by Admiral Sales Corporation. The money is available on easy terms.

THE CORNING GLASS WORKS FOUNDATION SCHOLARSHIPS are supported by annual grants of \$2000 and are awarded on the basis of merit and need.

THE SCHOLARSHIP OF THE WASHINGTON CHAPTER of the Cornell Society of Hotelmen was initiated by contributions from members of the Chapter. In the award, preference will be given to candidates from the Washington area.

THE TEXAS LONE STAR CLUB MANAGERS' SCHOLARSHIP in the amount of \$250 is awarded to students interested in club management. Preference is given to students from Texas.

THE ADRIAN PHILLIPS SCHOLARSHIP was established by the Hotel Sales Management Association to honor Mr. Phillips, their Executive Vice President, who has conducted a course in hotel sales promotion at Cornell University since 1940. Preference is given to applicants on the basis of their interest in sales as well as their need.

THE TAYLOR FOUNDATION SCHOLARSHIPS are provided by the Taylor Scholarship Foundation, established and directed during his lifetime by the late S. Gregory Taylor, former president of the Hotel St. Moritz in New York City, and later directed by his brother, Charles G. Taylor, and presently by the latter's widow, Marica A. Taylor. Awards are made to outstanding students on the basis of scholarly achievement, evidence of high moral character, promise of leadership in the hotel and restaurant field, and financial need. Awards up to a maximum of \$3,000 annually are determined by the individual applicant's resources and needs. All students accepted by or currently enrolled in the School of Hotel Administration at Cornell are eligible, but preference is given to those of Greek descent.

THE FOOD EQUIPMENT MANUFACTURERS ASSOCIATION SCHOLARSHIP in the amount of \$275 is awarded to students interested in the food equipment industry.

THE NATIONAL DISTILLERS PRODUCTS SCHOLARSHIP is supported by an annual grant of \$1000 from the National Distillers Products Company.

THE BANQUET MANAGERS GUILD SCHOLARSHIP was established with a grant of \$2000 to be awarded for four years.

SCHOLARSHIPS for varying amounts were established during 1962-1963 by these organizations. *Puerto Rico Hotel Accountants Association, North Carolina Hotel Association, United Manufacturers.*

THE CORNELL SOCIETY OF HOTELMEN MEMORIAL SCHOLARSHIP has been established by individual subscriptions and a grant of \$5,000 from the Society to memorialize the following deceased alumni of the School of Hotel Administration: Walter Mark Clist, Jr., Raymond Walter Williams.

THE HOWE FOLDING FURNITURE SCHOLARSHIP, established by the manufacturing firm of that name, is supported by an annual grant of \$500 and particularly recognizes interest and scholarship in the field of convention hotel operation.

THE JOHN H. RUDD, JR., SCHOLARSHIP AWARD was initiated by the Hotel Front Office Managers Association of New York City in honor of John H. Rudd, Jr., first president of that organization. This scholarship is awarded to a student who has evidenced interest in front office operation.

THE DOLE CORPORATION SCHOLARSHIP was established to encourage the production, merchandising, and selling of food among the student body of the school and was initiated by that company with a grant of \$1,000.

THE LOEW'S HOTEL SCHOLARSHIP was initiated through the generosity of Mr. Preston Robert Tisch, president of Loew's Hotels, Inc., and represents an annual grant of \$500.

THE DONALD IRWIN SCHOLARSHIP is supported by an annual donation of \$500 from the family of Donald Irwin. It is awarded to a student in need of financial assistance who gives evidence of being a worthy recipient through his character, interest, and scholastic standing. Preference is given to a son or daughter of a person connected with either a wholesale grocery company or the mass food service feeding industry.

SCHOLARSHIPS AWARDED BY OTHER AGENCIES

The following scholarships, open to students or prospective students in the School of Hotel Administration at Cornell University, are awarded by the agencies indicated. The special procedures for applying should be noted.

THE H. J. HEINZ COMPANY presents each year to qualified graduating high school seniors five scholarships of \$1000 each to be used for tuition and financial assistance at any accredited college or university offering a four-year course in restaurant administration. Applicants will be judged on scholastic ability, aptitude and interest in food service, ability to get along with people, leadership qualifications, character and professional promise, and financial need. Applications should be filed not later than March 1 of the year of admission with the Educational Department of the National Restaurant Association, 1530 North Lake Shore Drive, Chicago 10, Illinois.

THE THOMAS D. GREEN MEMORIAL SCHOLARSHIP was established by the American Hotel Association in 1957 to aid young people seeking university training in hotel administration. Applications should be filed not later than

March 1 of the year of enrollment with the Director, Education Department, American Hotel and Motel Association, 221 West 57th Street, New York 19, New York.

THE LONG ISLAND FOOD SERVICE EXECUTIVE FOUNDATION SCHOLARSHIP IN MEMORIAM TO RICHARD O'KANE is sponsored by the Long Island Branch of the Food Service Executive Association to assist high school boys and girls to pursue their education in the food service field and thus to help raise the standards of the food service industries. Applicants shall be between 17 years and 35 years of age and enrolled at, or officially accepted for enrollment at, a recognized school of culinary arts, school of dietetics, or school of hotel and restaurant management. Applications are to be made in writing between February 15 and May 15 of each year to Joseph Muggeo, Chairman of Scholarship Committee, Executive Stewards and Caterers Assn., Long Branch, c/o Pilgrim Inn Restaurant, 165-01 Northern Blvd., Flushing 58, N.Y.

THE ARTHUR L. ROBERTS MEMORIAL SCHOLARSHIP FUND was established in memory of the late Arthur L. Roberts, who for many years was one of the country's outstanding hotelmen. The scholarship, awarded to a student enrolled in the School of Hotel Administration at Cornell, will provide a maximum of \$2,000 per year for four years. This award is open to applicants who are residents of the state of Minnesota, or to a child or grandchild of a former employee of Mr. Roberts or of the Arthur L. Roberts Hotel Company. Awards are made by a selection committee appointed by the trustees of the fund.

GRANTS, PRIZE, AND ASSISTANTSHIPS

In addition to the scholarships named above, the School has funds in the total amount of \$20,000 for grants-in-aid to deserving and meritorious applicants. Hotel students are further eligible for the general University scholarships (see the section above concerning applications for the various scholarships). These include the Cornell National Scholarships, carrying values ranging as high as full tuition plus \$900 a year, the University Undergraduate Scholarships, \$200 a year, and the State of New York Scholarships, ranging from \$200 to \$350 a year, open to New York State residents.

The New York State Society of Certified Public Accountants offers a prize "key" of the Society's seal, appropriately engraved, a scroll, a one-year subscription to *The New York Certified Public Accountant*, and a certificate to the outstanding students in accounting.

Upperclass students ranking high in scholarship are eligible for appointment as student assistants. These positions pay up to \$1500 a year and represent excellent experience opportunities.

LOANS

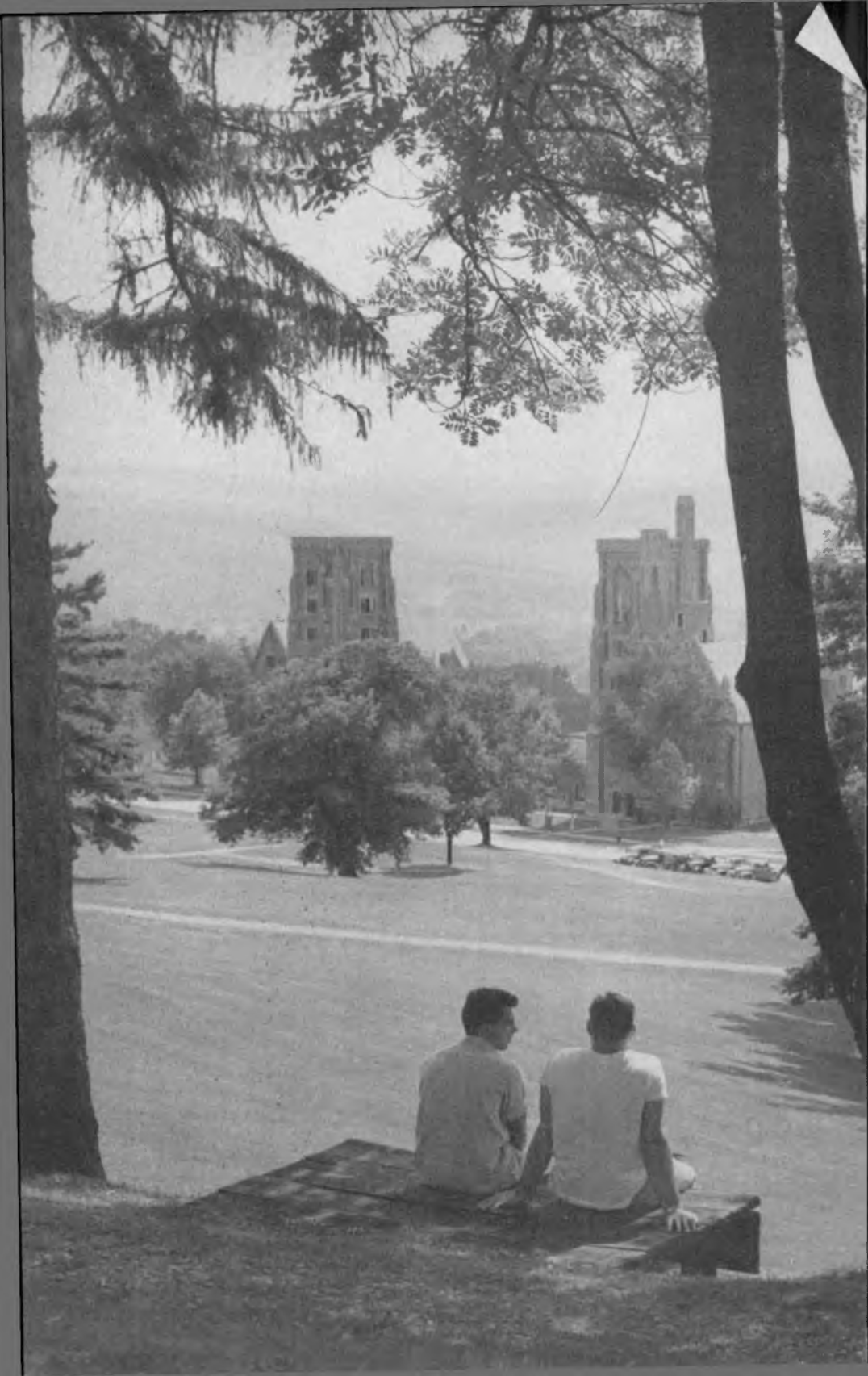
Loans to promising students in need of assistance have been made possible by gifts to the University. It is a general policy to grant loans only to students who have completed at least one term at Cornell. Application should be made to the Office of Scholarships and Financial Aid, Day Hall.

Short-term loans in small amounts may be arranged through the Secretary of the Cornell Society of Hotelmen, Statler Hall W-104.

Ye Hosts, recognition society of the School of Hotel Administration, also has established a loan fund for students in need of temporary financial assistance.

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CORNELL UNIVERSITY ANNOUNCEMENTS

The Cornell Announcements are designed to give prospective students and others information about the University. The prospective student should have a copy of *General Information*; after consulting that, he may wish to write for one or more of the following Announcements:

New York State College of Agriculture (Four-Year Course), New York State College of Agriculture (Two-Year Course), College of Architecture, College of Arts and Sciences, School of Education, Department of Asian Studies, New York State College of Home Economics, School of Hotel Administration, New York State School of Industrial and Labor Relations, Military Training, Summer School.

Announcements of the College of Engineering may also be obtained. Please specify if the information is for a prospective student.

Undergraduate preparation in a recognized college or university is required for admission to the following Cornell divisions, for which Announcements are available: *Graduate School of Business and Public Administration, Law School, Medical College, Cornell University-New York Hospital School of Nursing, Graduate School of Nutrition, New York State Veterinary College, Graduate School.*

Requests for these publications may be addressed to

CORNELL UNIVERSITY ANNOUNCEMENTS

EDMUND EZRA DAY HALL, ITHACA, NEW YORK

